

**All Funds****Parks & Land Use****Mission/  
Summary****Mission**

The Waukesha County Department of Parks and Land Use, working through a combination of recreation, education, public cooperation, and regulation is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's cultural and natural resources, and to the health of its citizens.

**Financial Summary**

CHANGES:

	2003 Actual	2004 Adopted Budget	2004 Estimate	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
<b>General Fund (a)</b>						
Expenditures	\$10,169,548	\$11,115,187	\$10,893,181	\$11,230,710	\$115,523	1.0%
Revenues (b)	\$4,338,147	\$4,622,190	\$4,398,377	\$4,672,758	\$50,568	1.1%
Oper inc/(loss) (a)	(\$22,414)	(\$90,000)	(\$90,000)	\$0	\$90,000	N/A
Tax Levy	\$5,831,401	\$6,492,997	\$6,494,804	\$6,557,952	\$64,955	1.0%
<b>Golf Courses</b>						
Expenditures(c)	\$3,030,077	\$3,215,265	\$3,168,375	\$3,228,068	\$12,803	.4%
Revenues	\$3,027,494	\$3,454,000	\$3,092,000	\$3,375,000	(\$79,000)	-2.3%
Oper inc/(loss) (c)	(\$2,583)	\$238,735	(\$76,375)	\$146,932	(\$91,803)	-38.5%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
<b>Ice Arenas</b>						
Expenditures (c)	\$996,423	\$1,010,835	\$997,019	\$1,070,034	\$59,199	5.9%
Revenues (b)	\$897,625	\$1,010,835	\$1,005,000	\$1,070,500	\$59,665	5.9%
Oper inc/(loss) (c)	(\$98,798)	\$0	7,981	\$466	\$466	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
<b>Materials Recovery Facility Fund</b>						
Expenditures (c)	\$1,638,045	\$1,934,867	\$1,713,437	\$1,877,840	(\$57,027)	-2.9%
Revenues (b)	\$2,209,706	\$2,679,250	\$2,830,000	\$2,440,000	(\$239,250)	-8.9%
Oper inc/(loss) (c)	\$571,661	\$744,383	\$1,116,563	\$562,160	(\$182,223)	-24.5%
Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%

- (a) The 2005 budget accounts for Exposition Center operations within the General Fund. Prior to 2005, the Exposition Center was accounted for as a separate enterprise operation and the operating loss relates to prior year enterprise fund accounting. The General Fund is restated, for comparison purposes.
- (b) The 2005 revenue budget includes fund balance appropriations of \$1,719,780: \$369,780 within the General Fund, \$650,000 within the Materials Recycling Facility Fund and \$700,000 within Tarmann Fund. The 2004 revenue budget includes fund balance appropriations of \$1,409,930: \$90,000 within the General Fund, \$119,930 within the Exposition Center fund, \$650,000 within the Materials Recycling Facility and \$550,000 within the Tarmann Fund consisting of \$150,000 Golf Course Fund, \$100,000 General Fund, \$200,000 Material Recycling Facility Fund and \$100,000 Tarmann Fund balance representing prior year park excess fee revenues.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

**All Funds****Parks & Land Use****Mission/  
Summary**

	2003 Actual	2004 Adopted Budget	2004 Estimate	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
<b>Tarmann Fund</b>						
Expenditures	\$874,382	\$1,000,000	\$950,000	\$1,500,000	\$500,000	50.0%
Revenues (b)	\$1,963,697	\$1,000,000	\$1,528,270	\$1,500,000	\$500,000	50.0%
Tax Levy	(\$1,089,315)	\$0	(\$578,270)	\$0	\$0	0.0%
<b>Land Information System Fund</b>						
Expenditures	\$514,626	\$553,758	\$641,032	\$560,521	\$6,763	1.2%
Revenues	\$1,261,835	\$553,758	\$715,754	\$560,521	\$6,763	1.2%
Tax Levy	(\$747,209)	\$0	(\$74,722)	\$0	\$0	0.0%
<b>Total All Funds</b>						
Expenditures (c)	\$17,223,101	\$18,829,912	\$18,363,044	\$19,467,173	\$637,261	3.4%
Revenues (b)	\$13,698,504	\$13,320,033	\$13,569,401	\$13,618,779	\$298,746	2.2%
Oper inc/(loss) (c)	\$447,866	\$893,118	\$958,169	\$709,558	(\$183,560)	-20.6%
Tax Levy (d)	\$3,994,877	\$6,492,997	\$5,841,812	\$6,557,952	\$64,955	1.0%

**Position Summary All Fund (FTE)**

Regular Positions	115.50	115.50	115.50	115.50	0.00
Extra Help	79.65	79.31	78.75	80.15	0.84
Overtime	5.42	3.93	3.93	3.87	(0.06)
<b>Total</b>	<b>200.57</b>	<b>198.74</b>	<b>198.13</b>	<b>199.52</b>	<b>0.78</b>

- (b) The 2005 revenue budget includes fund balance appropriations of \$1,719,780: \$369,780 within the General Fund, \$650,000 within the Materials Recycling Facility Fund and \$700,000 within Tarmann Fund. The 2004 revenue budget includes fund balance appropriations of \$1,409,930: \$90,000 within the General Fund, \$119,930 within the Exposition Center fund, \$650,000 within the Materials Recycling Facility and \$550,000 within the Tarmann Fund consisting of \$150,000 Golf Course Fund, \$100,000 General Fund, \$200,000 Material Recycling Facility Fund and \$100,000 Tarmann Fund balance representing prior year park excess fee revenues.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (d) Amount shown for 2003 is actual expenditures less actual revenues; total all funds budget 2003 tax levy was \$6,357,567.

**General Fund****Parks & Land Use****Fund Purpose/  
Summary****Fund Purpose**

The Department of Parks & Land Use general fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, water and septic inspections/permit issuance, solid waste management programs, land and water resource management programs.

**Financial Summary**

	2003 Actual	2004 Adopted Budget	2004 Estimate(a)	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
<b>General Fund</b>						
Personnel Costs	\$7,135,654	\$7,460,555	\$7,417,574	\$7,710,119	\$249,564	3.3%
Operating Expenses	\$1,923,076	\$2,327,954	\$2,125,196	\$2,238,528	(\$89,426)	-3.8%
Interdept. Charges	\$1,030,078	\$1,166,678	\$1,097,311	\$1,016,413	(\$150,265)	-12.9%
Fixed Assets	\$80,740	\$160,000	\$253,100	\$265,650	\$105,650	66.0%
Fixed Assets Memo	\$29,190	\$0	\$0	\$0	\$0	N/A
Interdept. Debt. Principal	\$0	\$16,000	\$16,000	\$0	(\$16,000)	-100.0%
<b>Total Expenditures</b>	<b>\$10,169,548</b>	<b>\$11,115,187</b>	<b>\$10,893,181</b>	<b>\$11,230,710</b>	<b>\$115,523</b>	<b>1.0%</b>
General Government	\$401,509	\$542,260	\$487,561	\$570,326	\$28,066	5.2%
Fine/Licenses	\$1,115,715	\$1,020,800	\$1,022,500	\$1,065,800	\$45,000	4.4%
Charges for Services	\$2,278,148	\$2,254,000	\$2,149,000	\$2,096,152	(\$157,848)	-7.0%
Interdepartmental	\$480,540	\$506,300	\$505,800	\$468,300	(\$38,000)	-7.5%
Other Revenue (b)	\$62,235	\$298,830	\$233,516	\$472,180	\$173,350	58.0%
<b>Total Revenues</b>	<b>\$4,338,147</b>	<b>\$4,622,190</b>	<b>\$4,398,377</b>	<b>\$4,672,758</b>	<b>\$50,568</b>	<b>1.1%</b>
<b>Operating Inc./(Loss) (c)</b>	<b>(\$22,414)</b>	<b>(\$90,000)</b>	<b>(\$90,000)</b>	<b>\$0</b>	<b>N/A</b>	<b>NA</b>
<b>Tax Levy (d)</b>	<b>\$5,831,401</b>	<b>\$6,492,997</b>	<b>\$6,494,804</b>	<b>\$6,557,952</b>	<b>\$64,955</b>	<b>1.0%</b>

**Position Summary  
(FTE)**

Regular Positions	97.14	97.14	97.14	97.14	0.00
Extra Help	49.54	50.77	51.12	51.90	1.13
Overtime	4.12	2.74	2.69	2.69	(0.05)
<b>Total</b>	<b>150.80</b>	<b>150.65</b>	<b>150.95</b>	<b>151.73</b>	<b>1.08</b>

(a) The 2004 estimate exceeds 2004 adopted budget due to additional fixed asset expenditure authority carried over from 2003 and other changes approved by ordinance.

(b) The 2005 budget includes general fund balance appropriation of \$369,780; \$40,000 for brownfield recycling program, \$51,000 for Groundwater study and \$278,780 of MRF investment income appropriated from MRF fund balance for solid waste related expenses. The 2004 budget includes fund balance appropriations of \$40,000 for the brownfield recycling initiative and \$50,000 for Bugline Trail extension

(c) Operating loss relates to Exposition Center enterprise fund budget. The 2005 budget includes the Exposition Center as part of the General Fund.

(d) Adopted 2003 tax levy was \$6,267,567. Amount shown reflects 2003 actual expenses less revenue.

**Department Wide 2005 Strategic Objectives****Manage Resources With Fiscal Prudence**

1. Dependent upon the State plan for restructuring public health and unfunded mandates, renegotiate the agent contracts for food establishments to implement a risk based inspection protocol (**Environmental Health** – 3<sup>rd</sup> Quarter 2005).
2. Participate in Ground Water Study of Waukesha County conducted by the Southeastern Wisconsin Regional Planning Commission (**Environmental Health**).
3. To control household hazardous waste collection program costs, reduce winter hours at year-round sites and eliminate two one-day collection events (Goal 3.8- **Land Resources** 1<sup>st</sup> and 2<sup>nd</sup> quarter 2005).
4. Explore GIS solutions for increased efficiency in the administration of parks boundary encroachment, park maintenance scheduling, and park design and development (Goal 2.1 - **Parks** – 2<sup>nd</sup> quarter 2005).
5. Manage the first full year of a countywide yard waste composting and mineral extraction operation in the Town of Genesee in cooperation with local communities. Apply for State Department of Natural Resources (DNR) Recycling Efficiency grant to reduce operating costs. Continue entering intergovernmental agreements with communities (Goal 3.9 – **Land Resources** –Ongoing 2005).
6. Finalize Planning Procedure Manual update on intranet (Goal 4.1 - **Planning** –4<sup>th</sup> quarter 2005).
7. West Nile surveillance and education will be adjusted in 2005 dependent on amount of funding provided by the Center for Disease Control to the states (Goal 3.3 - **Environmental Health** – Ongoing 2005).
8. Implement a detailed capital plan that maintains the infrastructure and versatility for our customers (Goal 1.6 – **Exposition Center** – 1<sup>st</sup> and 2<sup>nd</sup> quarter 2005).

**Provide Comprehensive Customer Service**

1. With the Departments of Emergency Preparedness, Public Works, Sheriff, Health and Human Services and DOA-Information Systems Division, develop a scope for a web-based Emergency Information Center to keep residents informed about emergencies (**Administration** 2<sup>nd</sup> quarter 2005).
2. Update Chapter 14 of the Waukesha County Code to reflect changes in policies, statutes and administrative codes (**Administration** – 1<sup>st</sup> quarter 2005).
3. Continue to work with communities to adopt and update Shoreland and Zoning Code Amendments in compliance with new NR 115 and NR 116 standards (Goal 2.3 – **Planning** – 3<sup>rd</sup> quarter 2005).
4. Investigate and implement park code enforcement policies and procedures (Goal 2.3 - **Parks** – 2<sup>nd</sup> quarter 2005).
5. Partner with the DNR – Wisconsin Green Schools program to provide incentive, assistance and recognition to schools implementing pollution prevention, conservation and waste reduction practices (Goals 3.3 – **Land Resources**– ongoing 2005).
6. Develop and implement, over the next year, a public information plan increase park system visibility and inform the customer of new and existing park system programs and events (Goals 2.2 – **Parks** – 2<sup>nd</sup> quarter 2005).
7. Implement a web based real time online park system facility reservation system (Goal 2.4 –**Parks**- 2<sup>nd</sup> quarter 2005).
8. Assemble a compendium of training materials for food establishment education (Goal 3.4 **Environmental Health** –2<sup>nd</sup> quarter 2005).
9. Prepare and complete 2005 Land Use Plan Amendments (Goal 2.2 – **Planning**).
10. Incorporate new stormwater ordinance provisions into County Code. (Goal 3.15-**Land Resources**).
11. Assist coordinators by promoting their events on the Expo website with corresponding links specific to event information (Goal 4.2 – **Exposition Center** – ongoing 2005).

**Innovate and Seek Continuous Quality Improvement**

1. Obtain appropriate staff training for environmental recovery/remediation following chemical or biological terrorism incident (**Environmental Health** - ongoing 2005).
2. Continue development of a stormwater management database and demonstrate its use by communities over the Internet as part of Pewaukee Lake and Pebble Creek water quality planning efforts, using DNR grant funds (Goal 3.5 - **Land Resources**— 4<sup>th</sup> quarter 2005).
3. The present private sewage maintenance system includes properties where systems were installed after July 1, 1979; attempt to identify properties being served by a private sewage system installed prior to July 1, 1979 (Goal 3.1 - **Environmental Health** - 4<sup>th</sup> quarter 2005).
4. Complete field inventories/assessments and begin drafting Watershed Protection Plan with SEWRPC for Pebble Creek, using DNR grant funds. Plan will facilitate intergovernmental cooperation on land use and stormwater planning in the watershed (Goal 3.5 - **Land Resources**— ongoing 2005).
5. Continue working with Smart Growth Planning Committee and subgroups to develop new Smart Growth compliant Land Use Plan for Waukesha County and pursue a comprehensive planning grant as authorized through resolution enacted by the Waukesha County Board on October 12<sup>th</sup> 2004 (Goal 3.5 – **Planning**).
6. In conformance with the State of Wisconsin Stewardship grant guidelines, update the County's Park and Open Space Plan (Goal 2.2 - **Parks**—4<sup>th</sup> quarter 2005).
7. Guide the development of a software program by Information Systems for dog licensing by county municipalities. (Goal 3.5 - **Environmental Health** 3<sup>rd</sup> quarter 2005).
8. Develop procedures for 3-year review of Spill Prevention Control and Countermeasures plans (Goal 3.3 - **Environmental Health** - 3<sup>rd</sup> Quarter 2005).
9. Evaluate the private well permit program to include DNR fee and well inspection (**Environmental Health** - 1<sup>st</sup> quarter 2005).
10. Develop Subdivision and Certified Survey Map database standards and begin populating database with link to Land Information System (Goal 3.3 - **Planning** – 4<sup>th</sup> quarter 2005).
11. Initiate the process required to achieve the status as an accredited park agency through the National Recreation and Parks Association (Goal 2.4 – **Parks** – 2<sup>nd</sup> quarter 2005).

**Retain and Develop a High Quality Workforce**

1. Establish guidelines for working with volunteers in the park system, to enhance implementation of park system programs through volunteer efforts (Goal 2.3 - **Parks** – 3<sup>rd</sup> quarter).

**Department Wide Strategic Achievements from 7/01/03 to 6/30/04****Land Resources**

1. Consolidated the County Household and Agricultural Hazardous Waste collection programs under one budget and participated in DATCP rules advisory committee to merge programs at the state level to allow more efficiency and flexibility.
2. Obtained almost \$200,000 in state grant funds to reduce program costs for the countywide yard waste composting project.
3. Completed floodplain study for Pebble Creek watershed in cooperation with Waukesha County Drainage Board, using grants from DATCP.
4. Completed permit process and began construction of a countywide yard waste composting operation in cooperation with mine reclamation efforts on a county owned gravel pit in the Town of Genesee.
5. Collected 304 pounds of mercury-containing products, including 120 pounds from schools, under the final year of the DNR Mercury Reduction Grant.
6. Trained 13 new citizen volunteers in water quality monitoring of local streams to measure impacts of local land use and storm water management practices.
7. Through a private contract, completed scanning historical aerial photos for each decade back to 1940, making them available over the county GIS website.
8. Provided leadership and financial support for Southeast Wisconsin Waste Reduction Coalition programs. Conducted a study to strengthen the Coalition financially and organizationally in the future.
9. Coordinated a regional computer recycling collection under a Dell grant that collected 89 tons of computers and components.

**Environmental Health**

1. Improved inter-departmental communication and compliance with environmental requirements through the County Pollution Prevention Team. Follow up on facility assessments resulted in reduction of hazardous chemical use and employee exposure, as well as reduced paperwork.
2. Implemented Spill Prevention Control and Countermeasures plans for affected facilities.
3. Completed Hazard Analysis Critical Control Point (HACCP) education of those processors required to have HACCP plans.
4. Consumer Advisory reviews were completed of restaurants that sell customer ordered undercooked or raw potentially hazardous food.
5. Implement database for the tracking of Humane Animal Program information. The countywide Humane Officer Program, County Ordinance (158-55) became effective January 1, 2004.
6. Document imaging continues as the Environmental Health Division works with Information Systems to implement an electronic filing system.
7. Obtained state certification for the examination of wastewater; using "Colilert Quanti-Tray" method for the analysis of recreational waters; and has received training to identify *Cylindrospermopsis*, a blue-green algae.
8. Created an electronic filing system for our major program areas. Sanitary Permits, water sample analysis, and Preliminary Site Evaluations, are entered into one electronic "property file".
9. Implemented a grant from the Wisconsin Division of Health to monitor Waukesha County lakes for the presence of *Cylindrospermopsis*, a blue-green algae.

**Planning**

1. Updated and incorporated the Greenway Plan into the county Development Plan.
2. Developed initial database to track conditional use permits.

**Parks**

1. Outsourced the Park System and Government Center Refuse Collection.
2. Obtained \$1,054,550 in Stewardship Parkland Acquisition Grants.
3. Revised the park web page to be more user friendly and interactive
4. Successful conduction of the following special events; Apple Harvest Festival, Waukesha Winter Jamboree, Spooka Minooka and various group hiking/skiing events.
5. Acquired 300 acres of parkland through the Tarmann Fund Legacy Parkland Acquisition Program.
6. Completed the following projects; Wanaki Golf Course golf car paths, Way-finding signage at Nashotah and Menomonee Parks, Updated the Greenway Plan, Retzer Nature Center Learning Center Site Plans, Expo Center Accessible Parking Redesign and Assisted in the Jail Addition site planning.
7. Completed Moor Downs Clubhouse and Course Layout option analysis.
8. Conducted AED, first aid, CPR and chain saw operation in-house Safety training sessions for selective seasonal and full time staff.
9. Conducted training on the County's Sexual Harassment, Workplace violence, and Alcohol and Drug Abuse policy training for all park system seasonal employees.

**Exposition Center**

1. Implement the promotional marketing booklets and website development for event generation.
2. Assisted the local Chamber of Commerce, Convention and Visitors Bureau and businesses in attracting new events to the Waukesha County Exposition Center. This partnership will provide an additional economic impact for the community.
3. Explore the potential of energy management systems with the Facility Management staff.
4. Itemized the infrastructural improvements needed in an expo center capital project.
5. Obtained assistance to develop an analysis of the Economic Impact within Waukesha County generated by events held at the Waukesha County Exposition Center.

**Administration**

1. Completed negotiation of a landfill expansion agreement for the Orchard Ridge Landfill in the Village of Menomonee Falls, which will help reduce department program costs.
2. Completed significant updates to the Department's website based upon previous customer inquiries and promoted website via newspaper ads, brochures, and phone referrals.
3. Provided professional development opportunities to staff including Quality Management University, conferences and workshops to enhance skills and keep updated on emerging topics in their field.

**CURRENT AND PROPOSED CAPITAL PROJECTS**

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 04	Estimated Operating Impact	A=Annual T=One-Time
9326	Fox River Park Dev.	2004	\$2,474,572	100%	\$130,500	A
9703	Pavement Management Plan	Ongoing	\$400,000/Yr	Ongoing	\$0	
9804	Lake Country Trail Phase 2	2004	\$434,700	50%	\$0	
9805	Retzer Nature Ctr Expansion	2005	\$1,299,200	35%	\$19,000	A
200324	Lake County Trial Phase III	2006	\$580,000	10%	\$5,000	A
200501	Expo Center Compliance/Maint	2007	\$751,000	0%	\$0	
200502	Nagawaukee Storage shed	2007	\$745,000	0%	\$0	
200014	Bikeway Improvement (a)	2008	\$825,000	10%	\$0	
200503	Muskego Maintenance Building	2008	\$602,000	0%	\$0	
200504	Menomonee Maint Building	2009	\$657,200	0%	\$0	
200505	Park Restroom Renovation	2014	\$3,069,000	0%	\$0	

Refer to Capital Project Summary for additional project information.

- (a) Total project cost is approximately \$4,000,000. Federal TEA-21 funding is anticipated to provide 80% of project construction costs.

## Land Resources

### Solid Waste Planning, Implementation & Education

#### Program Description

Plan, coordinate and implement an integrated solid waste management system in partnership with municipalities, emphasizing waste reduction, composting, and recycling per the state solid waste management hierarchy. Participate in a consolidated approach to managing the county's internal waste reduction and pollution prevention efforts. Participate on local landfill and waste facility siting and monitoring committees.

Provide educational technical assistance to municipal officials and staff, businesses and the public on appropriate waste management techniques including waste reduction, composting, recycling, household hazardous waste, and special waste disposal. Manage the Yard Waste Compost Project in cooperation with municipalities and the private operator.



#### Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Leaving grass clippings on lawn	84%	84%	84%	84%	0%
Operating Costs offset by landfill revenue	\$279,863	\$340,000	\$325,000	\$110,000	(\$230,000)
<b>Staffing (FTE)</b>	<b>5.22</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>	<b>0.00</b>

Personnel Costs	\$258,541	\$274,455	\$276,707	\$288,537	\$14,082
Operating Expenses	\$63,242	\$202,015	\$43,200	\$247,400	\$45,385
Interdept. Charges	\$19,232	\$26,740	\$25,138	\$15,541	(\$11,199)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$341,015</b>	<b>\$503,210</b>	<b>\$345,045</b>	<b>\$551,478</b>	<b>\$48,268</b>
General Government	\$70,820	\$103,860	\$48,861	\$110,376	\$6,516
Charges for Services	\$279,863	\$418,000	\$325,000	\$188,000	(\$230,000)
Interdepartmental	\$22,757	\$23,000	\$23,000	\$26,900	\$3,900
Other Revenue	\$535	\$49,900	\$0	\$316,180	\$266,280
<b>Total Revenues</b>	<b>\$373,975</b>	<b>\$594,760</b>	<b>\$396,861</b>	<b>\$641,456</b>	<b>\$46,696</b>
<b>Tax Levy</b>	<b>(\$32,960)</b>	<b>(\$91,550)</b>	<b>(\$51,816)</b>	<b>(\$89,978)</b>	<b>\$1,572</b>



#### Program Highlights

Personnel costs increase \$14,082 reflecting wage and benefit increases for 5.05 FTE.

Operating expenses increase \$45,385 mainly due to a new \$40,000 computer recycling initiative. This is an expansion of the current County computer collection program to additional sites and is funded with \$40,000 of new designated landfill tip fee revenues.

Interdepartmental charges are reduced mainly due to the transfer of office supplies and printing services from internal to outside vendors.

General governmental revenues from recycling grants fund a portion of a Recycling Specialist position and program interns. The recycling grant allocation has been increased \$6,516 to fund cost to continue existing staffing levels.



## Land Resources

## Solid Waste Planning, Implementation &amp; Education (cont.)

Charges for service revenue decrease \$230,000 reflecting the allocation of a major portion of Landfill tipping fee revenues to fund the Park Land Acquisition Program. Other revenues increase \$266,280 reflecting the appropriation of \$278,780 of prior year Materials Recycling Facility investment income to the general fund recycling programs. This shift has been made to more appropriately match funding sources with use. Other revenues also reflect the allocation of \$11,000 of gravel pit royalties from this program area to fund non-metallic mining program activities performed by Land Resources staff within the Urban Land and Water Program. Out of the total \$44,600 of expected gravel royalty revenue, \$33,600 is used within this program to reduce community tipping fees.

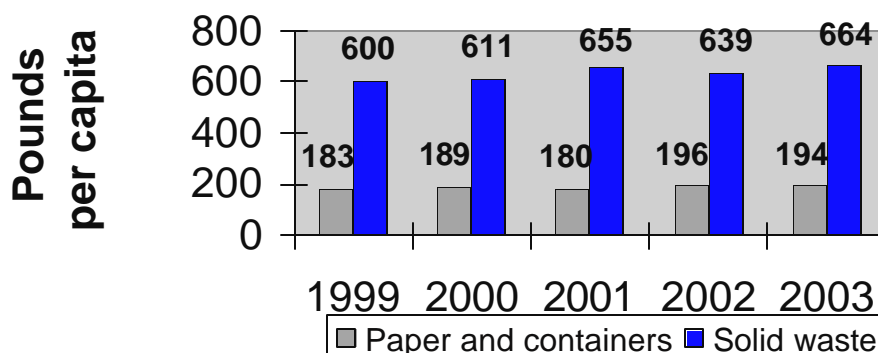
Total material processed at the County Yard Waste Composting site is estimated at 8,600 tons (5,600 tons yard waste and 3,000 tons wood waste). Funds from the DNR Recycling Efficiency Incentive (REI) Grant replace municipal tip fees and allow free composting of yard waste for all participating municipalities. Municipalities will still pay \$26 per ton to process wood waste. All REI grant funds not appropriated in 2005 will be used to offset yard waste compost program costs in future years. The Division will continue to apply for these grants if available.



## Activity

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Tons of yard waste (all Municipalities)	23,400	23,000	23,000	24,000	1,000
Number of Website Visits	27,539	N/A	28,000	29,000	NA
# of Participants in Education presentations/events	950	1,800	1,200	1,200	(600)
Tons of office paper recycled – county	104	120	120	120	0
Lbs. of Computers Recycled	82,000	120,000	90,000	120,000	0

**Waukesha County Recycling and Solid Waste**  
**Annual Generation Per Capita** (Reported by MRF, haulers,  
and municipalities)



The above chart shows a general upward trend in per capita generation of residential waste countywide over the past several years, with relatively flat recycling rates.

## Household Hazardous Waste

## Program Description

In partnership with municipalities, which provide one third of contractor costs, provide an ongoing, convenient program to properly manage household hazardous waste. Coordinate program funded by Onyx Emerald Park Landfill (OEPL) Standing Committee and integrate into county program to maximize service to residents and minimize cost to county and municipalities.



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
# of HHW Per household	51.1	48.9	52.2	47.8	(1.1)
Disposal costs per household	\$22.38	\$27.22	\$27.22	\$26.63	(\$0.59)
Disposal cost per Pound	\$0.44	\$0.56	\$0.52	\$0.56	\$0.00
<b>Staffing (FTE)</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.00</b>

Personnel Costs	\$19,713	\$21,312	\$20,835	\$21,728	\$416
Operating Expenses	\$104,403	\$142,500	\$142,500	\$142,500	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$124,116</b>	<b>\$163,812</b>	<b>\$163,335</b>	<b>\$164,228</b>	<b>\$416</b>
General Government	\$35,853	\$72,700	\$76,000	\$74,250	\$1,550
<b>Total Revenues:</b>	<b>\$35,853</b>	<b>\$72,700</b>	<b>\$76,000</b>	<b>\$74,250</b>	<b>\$1,550</b>
<b>Tax Levy</b>	<b>\$88,263</b>	<b>\$91,112</b>	<b>\$87,335</b>	<b>\$89,978</b>	<b>(\$1,134)</b>



## Program Highlights

Continuation of a multi-year agreement with Onyx Emerald Park Standing Committee (OEPL) and Onyx Environmental Services for the household hazardous waste (HHW) program under which OEPL funds are exhausted first, then the county pays up to its maximum budgeted amount of \$127,500. Activity for the combined program is shown in this budget. Participation is relatively stable due to longevity of the program. Promotion of product exchanges will continue at ongoing sites for reuse of unwanted automotive care, household and garden products.

To control costs, the program is reducing winter hours at year-round sites and eliminating two one-day collection events. The Agricultural Hazardous Waste program is run in conjunction with the county's ongoing HHW program. Agricultural and household hazardous waste grant programs have been consolidated into one agency at the state level.

General government revenue includes the municipal cost share of \$38,250, a \$15,000 Household Hazardous Waste grant, and a \$21,000 Agricultural Clean Sweep Grant administered by Wisconsin DATCP.



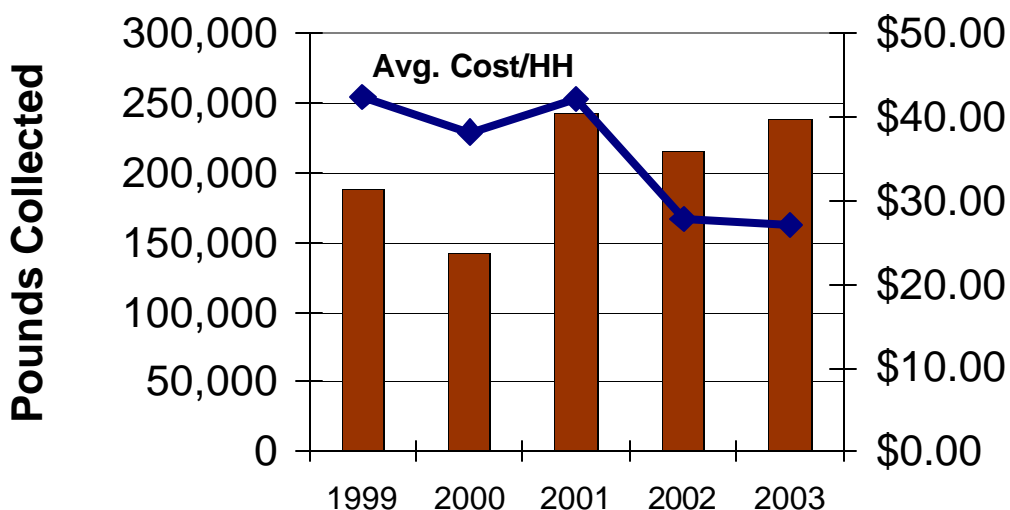
## Activity

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Households served	4,658	4,500	4,500	4,600	100
Pounds of waste collected	237,926	220,000	235,000	220,000	0
# of Households using product exchange	76	120	75	100	(20)

## Household Hazardous Waste (cont.)

### Waukesha County Household Hazardous Waste Program

Pounds Collected and Average County Cost Per Household



The above chart shows that the number of pounds of household hazardous waste collected over the past 5 years has generally increased, with declines in 2000 and 2002, while the cost to the county per participating household has decreased. This is due to the cooperative agreement with the Onyx Emerald Park Standing Committee and the resulting integration of the OEPL and county HHW programs.

## Land Resources Agricultural Land & Water

### Program Description

Provide technical, educational, and financial assistance to rural landowners to help them comply with soil erosion and runoff pollution control requirements and to meet clean water goals in targeted watersheds. Assist communities with preserving prime farmland and environmental corridors in cooperation with land use, park, and open space planning efforts. Assist farmers with crop damage caused by wildlife through a service contract with the USDA. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out through a variety of federal, state and local programs and grants.



Performance Measures	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% cropland fields eroding >"T"	10%	10%	10%	10%	0%

"T" is a state and federal standard for the "tolerable" erosion rate for a soil to maintain long-term productivity.

## Land Resources Agricultural Land &amp; Water (cont.)

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>0.00</b>
Personnel Costs	\$210,994	\$180,108	\$178,763	\$186,996	\$6,888
Operating Expenses	\$25,433	\$146,900	\$146,450	\$181,650	\$34,750
Interdept. Charges	\$12,357	\$17,140	\$15,805	\$14,944	(\$2,196)
<b>Total Expenditures:</b>	<b>\$248,784</b>	<b>\$344,148</b>	<b>\$341,018</b>	<b>\$383,590</b>	<b>\$39,442</b>
General Government	\$45,464	\$198,200	\$198,200	\$233,200	\$35,000
<b>Total Revenues:</b>	<b>\$45,464</b>	<b>\$198,200</b>	<b>\$198,200</b>	<b>\$233,200</b>	<b>\$35,000</b>
<b>Tax Levy</b>	<b>\$203,320</b>	<b>\$145,948</b>	<b>\$142,818</b>	<b>\$150,390</b>	<b>\$4,442</b>



## Program Highlights

Personnel costs reflect salary and benefit increases to continue existing 2.95 FTE staffing levels.

Operating expense and general governmental revenues have increased almost \$35,000 mainly due to implementation of the second year of a Pebble Creek Watershed Protection Plan. This program is funded with DNR grants.

State cost share funds are anticipated to be the same level as 2004 at \$93,200, which will be used to help landowners meet the non-point performance standards. The 2005 budget is the last year of funding for the Upper Fox and Wind Lake priority Watershed projects.

Conservation Reserve Enhancement Program (CREP) program funding may be reduced because of lack of landowners interested in conservation buffers; however, this does not affect the county budget since they are direct state contracts.

<b>Activity *</b>	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Acres of farm conservation Plans Completed	2,753	2,500	2,300	2,000	(500)
Number of Conservation Practices Installed	95	110	100	100	(10)
Amount of cost share \$ distributed	\$94,762	\$44,000	\$132,000	\$93,200	\$49,200

\*These numbers are estimated using available data through NRCS tracking system .

## Land Resources Urban Land &amp; Water

## Program Description

Control soil erosion and storm water runoff pollution from construction sites, land developments, and non-metallic mining operations primarily through code enforcement activities. Provide technical, educational, and financial assistance to municipalities and lake districts to facilitate watershed-based storm water and land use planning aimed at flood prevention and protection of water quality as lands are developed. Promote citizen action to protect county water resources through a variety of educational programs targeting youth and adult audiences. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out in cooperation with local units of government and through grant funds.



## Performance Measures

First response turn around time for storm water permit application (working days).

Benchmark 20 days

## Staffing (FTE)

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
First response turn around time for storm water permit application (working days).	7.4	8.0	8.0	8.0	0.0
Staffing (FTE)	3.45	3.45	3.45	3.45	0.00

Personnel Costs	\$210,033	\$250,370	\$248,041	\$259,299	\$8,929
Operating Expenses	\$47,982	\$18,000	\$17,250	\$12,050	(\$5,950)
Interdept. Charges	\$18,473	\$19,750	\$17,025	\$20,518	\$768
Fixed Assets	\$2,508	\$0	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$278,996</b>	<b>\$288,120</b>	<b>\$282,316</b>	<b>\$291,867</b>	<b>\$3,747</b>
General Government	\$145,622	\$90,000	\$90,000	\$90,000	\$0
Charges for Services	\$59,537	\$52,000	\$51,000	\$56,000	\$4,000
Interdepartmental	\$8,263	\$8,800	\$8,800	\$9,100	\$300
Other Revenue	\$330	\$2,000	\$2,000	\$13,000	\$11,000
<b>Total Revenues:</b>	<b>\$213,752</b>	<b>\$152,800</b>	<b>\$151,800</b>	<b>\$168,100</b>	<b>\$15,300</b>
<b>Tax Levy</b>	<b>\$65,244</b>	<b>\$135,320</b>	<b>\$130,516</b>	<b>\$123,767</b>	<b>(\$11,553)</b>

## Program Highlights

Personnel costs reflect salary and benefit increases to continue existing 3.45 FTE. Operating expenses have decreased \$6,000 mainly due to completion of flood study grant to the Waukesha County Drainage Board for Pebble Creek.

Charges for service revenue increase \$4,000 based on an increasing estimate of erosion control permits issued. Other revenues increase due to the allocation of \$11,000 of Gravel pit royalties from the recycling/solid waste program to this program to fund non-metallic mining activities performed by Land Resources staff.



## Activity

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Bud Chg
# of educational presentations/events	35	25	34	30	5
# of erosion control/ storm water permits	112	75	104	85	10
Nonmetallic Mining permits/unreclaimed acres	NA	NA	15/1,122	15/1,122	NA
# of inspections conducted	567	350	430	400	50
# of technical referrals	15	30	22	25	(5)
Tons of sediment reduced from construction sites	5,264	3,525	4,888	3,995	470

## Planning

**Program Description**

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include a lakes classification system development, land use planning and zoning assistance to public and communities, implementation of the County Development Plan. Prepare recommendations for rezoning, conditional use, conduct site plan reviews and other land use guidance to the public and other municipalities.

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>7.95</b>	<b>7.95</b>	<b>7.95</b>	<b>7.95</b>	<b>0.00</b>
Personnel Costs	\$549,058	\$540,773	\$536,798	\$563,012	\$22,239
Operating Expenses	\$38,489	\$22,500	\$22,450	\$41,650	\$19,150
Interdept. Charges	\$59,701	\$52,346	\$46,942	\$52,188	(\$158)
Fixed Assets	\$912	\$0	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$648,160</b>	<b>\$615,619</b>	<b>\$606,190</b>	<b>\$656,850</b>	<b>\$41,231</b>
Charges for Services	\$52,053	\$50,000	\$50,000	\$50,000	\$0
Interdepartmental	\$709	\$500	\$1,000	\$500	\$0
Other Revenue	\$36,368	\$22,000	\$22,000	\$37,000	\$15,000
<b>Total Revenues:</b>	<b>\$89,130</b>	<b>\$72,500</b>	<b>\$73,000</b>	<b>\$87,500</b>	<b>\$15,000</b>
<b>Tax Levy</b>	<b>\$559,030</b>	<b>\$543,119</b>	<b>\$533,190</b>	<b>\$569,350</b>	<b>\$26,231</b>

**Program Highlights**

Personnel costs reflect salary and benefit increases to continue 7.95 FTE. Operating expenses have increased \$19,150 mainly due to a \$15,000 increase for the reprinting of an updated county plat book and transfer of office supplies and printing services from interdepartmental services to outside vendors. Other revenues have been increased to reflect the sale of the new plat book.



<b>Activity</b>	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
# of mtgs. w/town plan commissions under contract	80	50	55	55	5
# of towns under contract for planning services	4	4	4	3	(1)

## Code Enforcement/Zoning

## Program Description

Administration and enforcement of the Waukesha County Zoning Code and the Waukesha County Shoreland and Floodland Protection Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances.



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Zoning Permits-Avg. days to Process	2.0	2.0	2.0	2.0	0.0

% of staff reports generated at least 6 days prior to commission review	95%	95%	95%	95%	0%
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<b>Staffing (FTE)</b>	<b>4.35</b>	<b>4.35</b>	<b>4.35</b>	<b>4.35</b>	<b>0.00</b>
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Personnel Costs	\$239,970	\$292,284	\$302,590	\$317,058	\$24,774
Operating Expenses	\$2,096	\$15,525	\$16,125	\$17,325	\$1,800
Interdept. Charges	\$14,102	\$23,880	\$23,920	\$21,571	(\$2,309)
<b>Total Expenditures:</b>	<b>\$256,168</b>	<b>\$331,689</b>	<b>\$342,635</b>	<b>\$355,954</b>	<b>\$24,265</b>
Fines/Licenses	\$255,242	\$138,000	\$140,000	\$148,000	\$10,000
Charges for Services	\$56,649	\$43,000	\$43,000	\$53,000	\$10,000
Interdepartmental	\$0	\$1,000	\$1,000	\$1,000	\$0
Other Revenue	\$0	\$6,000	\$6,000	\$6,000	\$0
<b>Total Revenues:</b>	<b>\$311,891</b>	<b>\$188,000</b>	<b>\$190,000</b>	<b>\$208,000</b>	<b>\$20,000</b>
<b>Tax Levy</b>	<b>(\$55,723)</b>	<b>\$143,689</b>	<b>\$152,635</b>	<b>\$147,954</b>	<b>\$4,265</b>



## Program Highlights

Personnel costs reflect salary and benefit increases to continue 4.35 FTE. Operating expenses have increased and Interdepartmental charges are reduced mainly due to the transfer of office supplies and printing services from internal to outside vendors.

Zoning Permit fees and Subdivision review fees have been increased by a weighted average of 7.25% and 7.36% and provide for a \$10,000 increase in Fines/Licenses and Charges for Service revenues respectively. The increase is implemented to recover a higher percentage of program costs.



Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
# of Zoning Permits	739	775	775	800	25
# of Board of Adj.	112	130	125	130	0
# of CSM reviewed	41	25	30	30	5
# of Subdivision Plat Recorded	50	35	40	35	0

## Environmental Health

## Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Licensing and Septic/Well/Lab sections. Administer the Safe Drinking Water (SDWA) grant, Wisconsin Fund grant, Radon grant and the Private Sewage System maintenance program.



Performance Measures	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% of Mandatory Maintenance responses to 1 <sup>st</sup> mailing	85%	90%	90%	90%	0%
% compliance with Safe Drinking Water Act contract	100%	100%	100%	100%	0%
<b>Staffing (FTE)</b>	<b>5.22</b>	<b>5.69</b>	<b>5.69</b>	<b>5.69</b>	<b>0.00</b>

Personnel Costs	\$330,000	\$356,418	\$349,068	\$366,481	\$10,063
Operating Expenses	\$39,740	\$97,250	\$94,261	\$95,250	(\$2,000)
Interdept. Charges	\$30,501	\$37,236	\$43,683	\$33,898	(\$3,338)
<b>Total Expenditures:</b>	<b>\$400,241</b>	<b>\$490,904</b>	<b>\$487,012</b>	<b>\$495,629</b>	<b>\$4,725</b>
General Government	\$38,649	\$40,000	\$37,000	\$35,000	(\$5,000)
Charges for Services	\$38,773	\$39,900	\$39,900	\$39,900	\$0
Interdept. Charges	\$1,000	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$51,000	\$51,000
<b>Total Revenues:</b>	<b>\$78,422</b>	<b>\$79,900</b>	<b>\$76,900</b>	<b>\$125,900</b>	<b>\$46,000</b>
<b>Tax Levy</b>	<b>\$321,819</b>	<b>\$411,004</b>	<b>\$410,112</b>	<b>\$369,729</b>	<b>(\$41,275)</b>

## Program Highlights

Personnel costs reflect salary and benefit increases to continue 5.69 FTE.

Operating expenses are reduced \$2,000 or approximately 6%. Decrease is mainly due to a \$5,000 reduction in payments to participants in the septic replacement grants (Wisconsin Fund Grant). The Wisconsin fund program is funded with state grants and reduced participation in program has also resulted in lower grant revenues. This decrease is partially offset by the transfer of office supplies and printing services from internal (interdepartmental charges) to outside vendors (operating expenses).

Operating costs to continue include \$51,000 for the second year of the SEWRPC regional ground water study, which will continue over a four-year period. The study forwards the objectives outlined in County Board adopted resolution 156-21. Plan objectives include the identification of groundwater recharge areas, the development of strategy for coordination of municipal water supplies and the recognition of the constraints of using Lake Michigan water. The Plan's findings will be an important component in County land use planning and eventual update of the Waukesha County Development Plan. The 2005 budget includes a General Fund balance appropriation of \$51,000 to fund plan activities.



Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Wi Fund Grant (Septic Replacements)	7	7	6	5	(2)
# of on-site septic systems in under Mandatory Maint.	17,088	18,280	17,928	18,768	488



## Humane Animal

## Program Description

Provide education, advice and enforcement on animal neglect/welfare issues and follow up on animal bite reports with appropriate animal quarantines and rabies investigation.



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% of quarantines done within 10 days	100%	100%	100%	100%	0%
<b>Staffing (FTE)</b>	<b>2.05</b>	<b>2.33</b>	<b>2.33</b>	<b>2.33</b>	<b>0.00</b>

Personnel Costs	\$87,133	\$123,670	\$111,977	\$118,132	(\$5,538)
Operating Expenses	\$24,486	\$18,300	\$19,160	\$21,200	\$2,900
Interdept. Charges	\$6,803	\$10,370	\$8,988	\$10,729	\$359
<b>Total Expenditures:</b>	<b>\$118,422</b>	<b>\$152,340</b>	<b>\$140,125</b>	<b>\$150,061</b>	<b>(\$2,279)</b>
General Government	\$9,631	\$0	\$0	\$0	\$0
Fines/Licenses	\$19,290	\$66,300	\$65,000	\$66,300	\$0
<b>Total Revenues:</b>	<b>\$28,921</b>	<b>\$66,300</b>	<b>\$65,000</b>	<b>\$66,300</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>\$89,501</b>	<b>\$86,040</b>	<b>\$75,125</b>	<b>\$83,761</b>	<b>(\$2,279)</b>



## Program Highlights

Personnel costs reflect salary and benefit increases to continue 2.33 FTE and a reduction in health care insurance costs due to employee plan choices.

The County-wide Humane Officer Program, County Ordinance (158-55) became effective January 1, 2004. Two FTE Humane Officers and one on-call Humane Officer were appointed and provided appropriate uniforms and equipment. Humane Officers provide 24/7 services to the citizens and officials of Waukesha County. A comprehensive Humane Officer website has been developed and is an excellent source of information for citizens and officials in the county. Humane Officers have updated educational presentations and are scheduling presentations in conjunction with presentations by the Humane Animal Welfare Society.

The dog license surcharge has increased \$2, from \$1 to \$3 per license, beginning with the issuance of the 2004 licenses. The increase fee funds the expanded enforcement program costs.



Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Educational Presentations on rabies control and animal neglect/abuse	35	20	25	30	10
Dog Licenses	19,290	22,100	21,167	22,100	0
Rabies Control Activities	1,056	1,200	1,200	1,200	0
Humane Investigations	1,014	1,300	1,300	1,300	0

## Hazardous Material

## Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable federal, state and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% Env assessment done within 20 days of request	95%	95%	95%	95%	0%

<b>Staffing (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
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Personnel Costs	\$89,833	\$94,633	\$93,936	\$97,974	\$3,341
Operating Expenses	\$32,213	\$68,100	\$58,860	\$68,500	\$400
Interdept. Charges	\$3,027	\$4,085	\$3,877	\$3,673	(\$412)
<b>Total Expenditures:</b>	<b>\$125,073</b>	<b>\$166,818</b>	<b>\$156,673</b>	<b>\$170,147</b>	<b>\$3,329</b>
Other Revenue	\$5	\$40,000	\$30,000	\$40,000	\$0
<b>Total Revenues:</b>	<b>\$5</b>	<b>\$40,000</b>	<b>\$30,000</b>	<b>\$40,000</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>\$125,068</b>	<b>\$126,818</b>	<b>\$126,673</b>	<b>\$130,147</b>	<b>\$3,329</b>

## Program Highlights

Personnel costs reflect cost to continue current staffing levels. An on-going storage tank compliance issue will be addressed in 2004/2005. Federal Oil Pollution Prevention regulations apply to facilities that have aboveground oil storage capacity above certain limits and could reasonably be expected to discharge oil into or upon navigable waters. Waukesha County has seven tank sites that fall under these regulations. The County will implement the previously prepared site-specific Spill Prevention Control and Countermeasures Plans (SPCC) which describe operating procedures to prevent oil spills; control measures to prevent a spill from entering navigable waters; and countermeasures to contain, clean up, and mitigate the effects of any oil spill that affects navigable waters. Implementation includes installing secondary containment or diversionary structures as well as providing spill response kits and training. Individual operating departments have budgeted for the cost of plan implementation. Master "indefinite delivery" contracts have been developed for Environmental and Asbestos Consulting Services. The Departments of Public Works and Parks and Land Use have worked jointly to develop, bid and administer these contracts. Department project managers are growing more accustomed to the process and using the pre-qualified consultants more frequently. In 2004, the environmental services contract will be re-bid.

The Delinquent Property Team has spent \$31,819 over the last 3 years to investigate environmentally challenged tax deed properties. The County has received reimbursement through the state PECFA Program for \$29,807 of these expenses. Over the same period the County realized revenues of \$215,541 on the sale of environmentally challenged and other tax deed properties.



## Activity

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Env. Assessment Performed</b>					
In REM (foreclosure) Prop Reviewed	31	35	19	35	0
# Of Haz. Waste Streams Recycled	2	2	2	2	0

## Number of Petroleum Storage Tanks

Monit. For Compliance. Above Ground	47	45	49	49	4
Monit. For Compliance. Under Ground	7	7	7	7	0

## Licensing

## Program Description

Provide licensing, inspection, education and plan review of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% follow-up of confirmed food borne illness within 24 hrs	100%	100%	100%	100%	0%
% pre-licensing inspections performed within 3 days	100%	100%	100%	100%	0%
<b>Staffing (FTE)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

Personnel Costs	\$383,454	\$405,649	\$402,686	\$420,317	\$14,668
Operating Expenses	\$14,683	\$19,450	\$19,650	\$21,550	\$2,100
Interdept. Charges	\$21,372	\$23,843	\$25,675	\$21,860	(\$1,983)
<b>Total Expenditures:</b>	<b>\$419,509</b>	<b>\$448,942</b>	<b>\$448,011</b>	<b>\$463,727</b>	<b>\$14,785</b>
Fines/Licenses	\$470,416	\$464,500	\$464,500	\$489,500	\$25,000
Interdepartmental	\$3,265	\$3,000	\$3,000	\$3,000	\$0
Other Revenue	\$0	\$500	\$500	\$500	\$0
<b>Total Revenues:</b>	<b>\$473,681</b>	<b>\$468,000</b>	<b>\$468,000</b>	<b>\$493,000</b>	<b>\$25,000</b>
<b>Tax Levy</b>	<b>(\$54,172)</b>	<b>(\$19,058)</b>	<b>(\$19,989)</b>	<b>(\$29,273)</b>	<b>(\$10,215)</b>

## Program Highlights

Personnel costs reflect salary and benefit increases to continue 6.00 FTE. Operating expense increase and interdepartmental decrease is mainly related to the transfer of office supplies and printing services from the interdepartmental charge appropriation to operating reflecting the change to direct vendor payment for these services starting in 2005.

In addition, the Department will continue to monitor the proposed state public health restructuring and potential impacts on County environmental health programs.

Restaurant license fees have been increased by a weighted average of 5.7%, resulting a \$25,000 increase in program revenue.



Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
# of Restaurant Inspections	1,574	2,100	1,700	1,700	(400)
Permanent Food Est. License issued	1,296	1,365	1,365	1,427	62
# of new establishments	53	69	69	62	(7)
Avg. number of inspections and Consultations per inspector	419	419	419	419	0
# of change of operator establishments	72	96	96	86	(10)
# of Retail Food Inspections (a)	542	750	400	400	(350)
# of Lodging Inspections	49	72	72	72	0
# of Recreation/Educational Camps Inspections	249	300	300	300	0

(a) The new Wisconsin food code protocol for food establishment inspections requires a significantly longer amount of time to do a complete inspection. Also, staff is spending more time educating operators regarding the new WI Food Code. Also, food security issues and staff standardization require additional time, therefore the Department is realizing a reduction in the number of inspections.

## Septic/Well/Lab Programs

## Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with NR 812 and/or Comm 83 Wisconsin Administrative Code requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

Process water and/or sewage samples collected from private wells, lakes, streams, beaches, and private residential & commercial properties for bacteriological contamination and/or chemical analysis. The environmental health laboratory is a support function to the Environmental Health Division staff and other Waukesha County Departments



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% Water/sewage samples tested within specified time	100%	100%	100%	100%	0%
% of unsafe results reported to owners within 24 hrs	99%	99%	99%	99%	0%
% of same day inspection of private sewage system installation if notified before 9:30 am	100%	100%	100%	100%	0%

## Staffing (FTE)

10.00	10.00	10.00	10.00	0.00
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Personnel Costs	\$585,676	\$618,992	\$617,273	\$643,182	\$24,190
Operating Expenses	\$40,451	\$65,950	\$66,350	\$70,950	\$5,000
Interdept. Charges	\$21,994	\$28,183	\$28,231	\$27,381	(\$802)
<b>Total Expenditures:</b>	<b>\$648,121</b>	<b>\$713,125</b>	<b>\$711,854</b>	<b>\$741,513</b>	<b>\$28,388</b>
Fines/Licenses	\$358,347	\$340,000	\$340,000	\$350,000	\$10,000
Charges for Services	\$108,402	\$130,000	\$130,000	\$130,000	\$0
<b>Total Revenues:</b>	<b>\$466,749</b>	<b>\$470,000</b>	<b>\$470,000</b>	<b>\$480,000</b>	<b>\$10,000</b>
<b>Tax Levy</b>	<b>\$181,372</b>	<b>\$243,125</b>	<b>\$241,854</b>	<b>\$261,513</b>	<b>\$18,388</b>



## Program Highlights

The 2005 budget combines the previously separate Laboratory with the Septic/Well program. The Laboratory program was of limited scope and size and has been combined with the Septic and Well program to allow for a consolidated financial summary of related activities.

Personnel costs reflect salary and benefit increases to continue 10.0 FTE. Operating expenses increase \$5,000 mainly due to \$2,000 increase for budgeted staff mileage reimbursements to reflect recent experience and \$2,000 for printing related expenses transferred from the interdepartmental, which reflects the change to direct vendor payment for these services starting in 2005.

Septic permit fees have been increased by a weighted average of 3.91%, resulting in a \$10,000 increase in revenue.

## Septic/Well/Lab Programs (cont.)

The Environmental Health Division has expanded services during 2004. These services will help ensure a safer experience especially to recreational water users. Operators of municipal and privately owned beaches were contacted and made aware of new EPA recreational water guidelines, which include water quality monitoring. The environmental health lab offered, for a fee, to analyze surface water samples. For the analysis, the lab has begun using the "colilert Quanti-Tray" method. This method allows for a quicker set-up and processing of samples. The lab has also become state certified for wastewater analysis. This will identify wastewater quality problems at restaurants and for owners of Aerobic Treatment Systems.

The field staff continue to obtain appropriate training to address changes in Comm 83 that has allowed development on sites not permitted previously. We are working with Information Systems to improve the maintenance tracking program for private sewage systems installed after July, 1979. Attention will then be given to identify properties served by private sewage systems installed prior to July, 1979.



Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Water Samples Performed	2,655	3,000	3,000	2,800	(200)
Number of PSE's	1,260	1,300	1,250	1,250	(50)
<b><u>Number of Septic Permits Issued</u></b>					
Conventional	449	400	400	400	0
Mound	341	340	340	350	10
Holding Tank	32	25	20	25	0
At Grade	12	10	8	8	(2)
Pressure Distribution	9	10	5	5	(5)

## Parks Programs

## Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the county, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Park revenues as % of oper. costs (benchmark 30%)* *excludes Fox River Park	38.1%	34.1%	34.5%	35.0%	0.9%

<b>Staffing (FTE)</b>	<b>62.51</b>	<b>62.93</b>	<b>62.93</b>	<b>62.93</b>	<b>0.00</b>
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Personnel Costs	\$2,393,896	\$2,545,756	\$2,532,942	\$2,614,824	\$69,068
Operating Expenses	\$636,735	\$669,525	\$664,496	\$567,430	(\$102,095)
Interdept. Charges	\$465,505	\$539,921	\$537,571	\$532,460	(\$7,461)
Fixed Assets	\$77,320	\$133,500	\$197,000	\$212,950	\$79,450
<b>Total Expenditures:</b>	<b>\$3,573,456</b>	<b>\$3,888,702</b>	<b>\$3,932,009</b>	<b>\$3,927,664</b>	<b>\$38,962</b>
General Government	\$55,470	\$27,500	\$27,500	\$27,500	\$0
Fine/Licenses	\$12,420	\$12,000	\$13,000	\$12,000	\$0
Charges for Services	\$787,015	\$794,000	\$794,000	\$829,000	\$35,000
Interdepartmental	\$127,418	\$141,000	\$141,000	\$138,300	(\$2,700)
Other Revenue	\$20,939	\$54,000	\$54,000	\$4,000	(\$50,000)
<b>Total Revenues:</b>	<b>\$1,003,262</b>	<b>\$1,028,500</b>	<b>\$1,029,500</b>	<b>\$1,010,800</b>	<b>(\$17,700)</b>
<b>Tax Levy</b>	<b>\$2,570,194</b>	<b>\$2,860,202</b>	<b>\$2,902,509</b>	<b>\$2,916,864</b>	<b>\$56,662</b>

## Program Highlights

Personnel costs increase \$69,068, which reflects cost to continue existing staff levels.

Operating expenses decrease over \$102,000 or 15.3%. Expense decreases include; \$112,000 for maintenance items mainly due to a shift of \$104,000 of 3year maintenance plan funding to the fixed assets appropriation unit. Operating cost decreases also include \$20,400 for sign material costs and \$11,400 in various supply/service line items. Reductions are partially offset with increases of \$12,300 for small equipment, \$9,600 for utilities, \$9,300 for garbage collection contracting, and \$10,500 in printing services. Printing services are transferred from the interdepartmental charge appropriation.

Interdepartmental charges are budgeted at \$532,460, a decrease of \$7,461 or 1.4%. The change primarily relates to increases of \$13,000 for computer replacement/maintenance costs, \$11,500 for vehicle replacement charges, \$5,500 for radio and \$5,000 for telephone. Increases are offset with reduction of \$17,250 in fleet maintenance costs and \$25,200 for printing services and office supplies, of which \$11,000 is transferred from the interdepartmental to operating reflecting the change to direct vendor payment for these services starting in 2005.

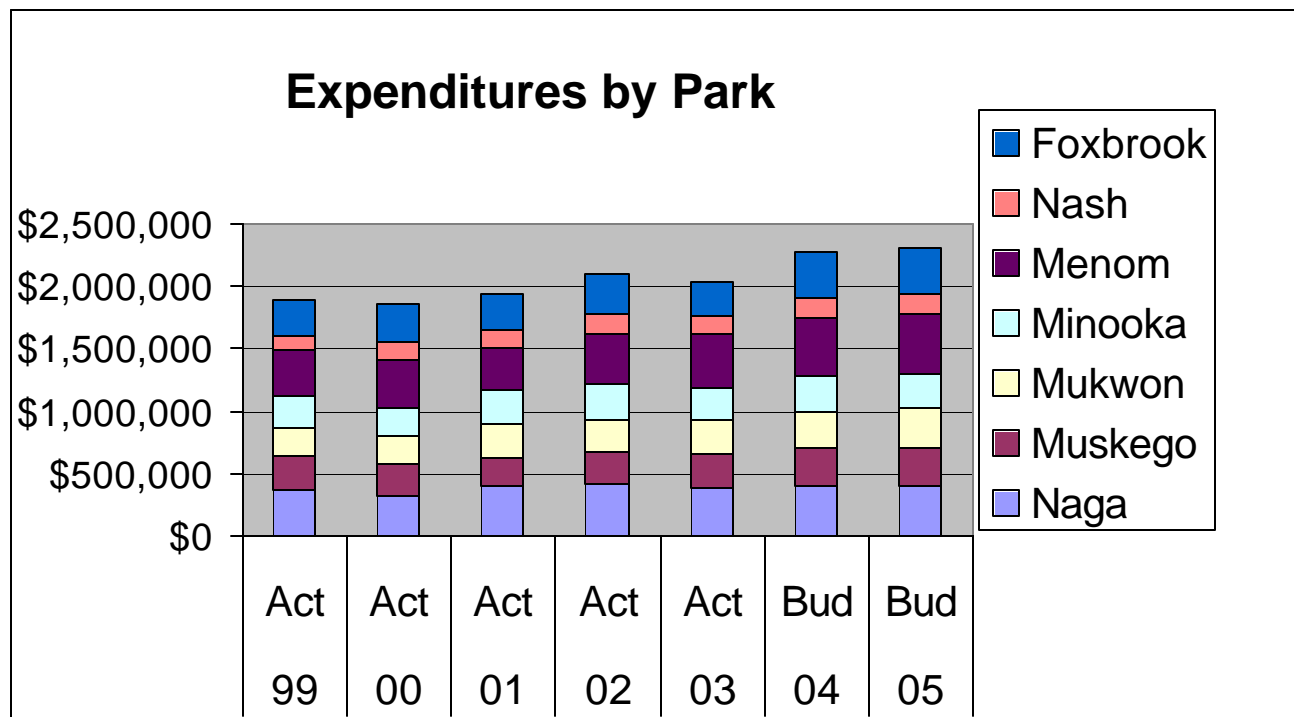
Fixed assets increase is mainly due to implementation of 3-year maintenance plan. Fixed asset increases are partially offset by a \$50,000 reduction due to one time greenway trail construction cost share in 2004.

Charges for services increase \$35,000 or 4.4%. Overall Park fees have been increased by a weighted average of 5.27% mostly due to increases in park entrance fees. Interdepartmental revenues represent administrative service charges to enterprise activities (golf course and ice arenas). Cost to continue existing staff levels increases are more than offset by the elimination of charges to the Exposition Center, which has been switched from enterprise to general fund activity. Other revenue reduction of \$50,000 is due to one time fund balance appropriation for greenway trail construction project in 2004.

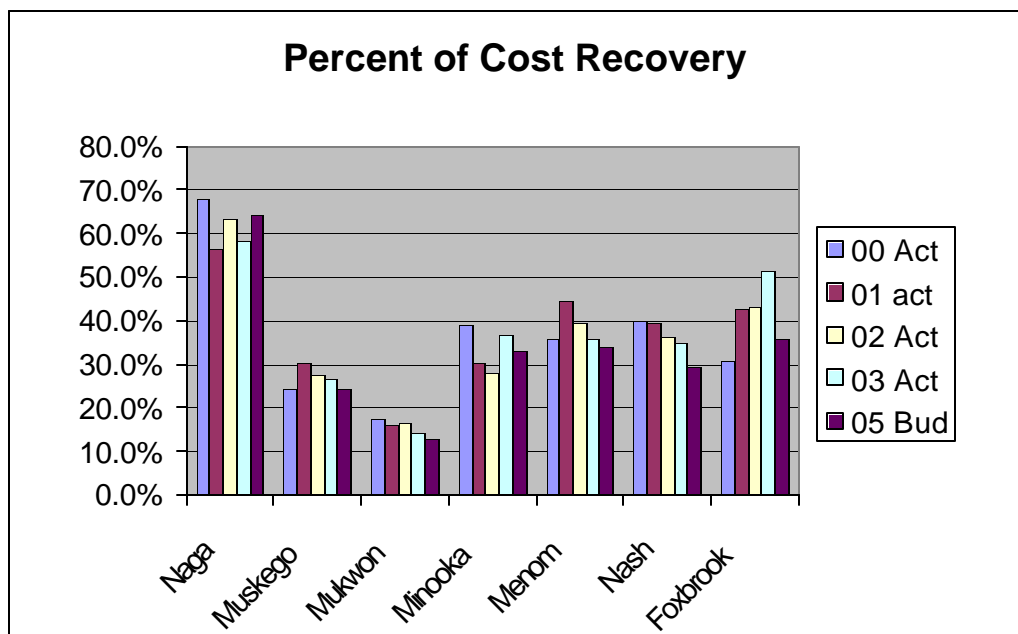
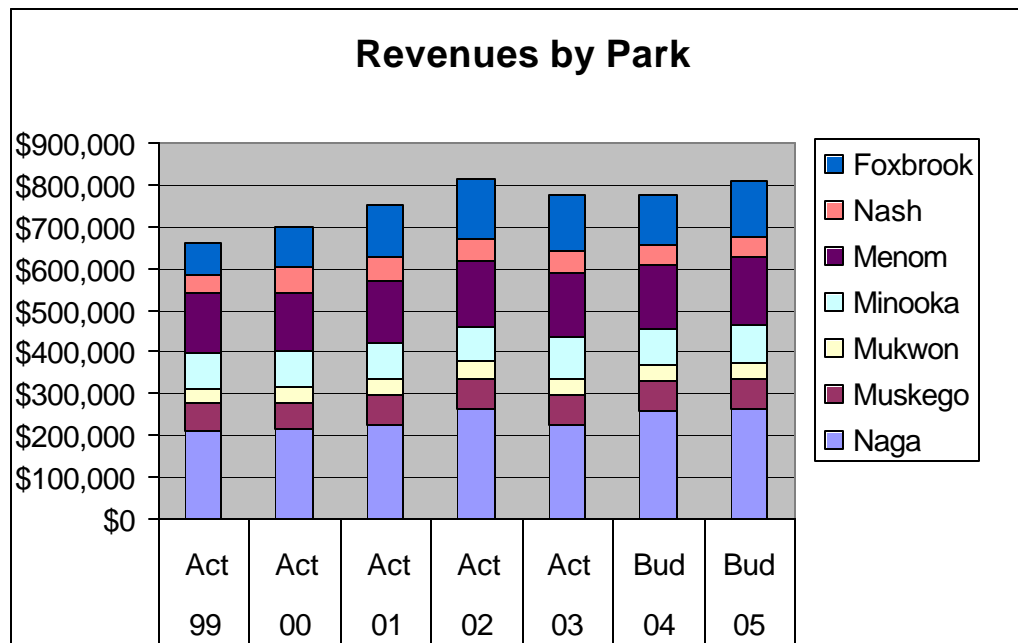
## Parks Programs (cont.)



Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Daily Entrance Stickers	74,733	74,500	73,500	74,100	(400)
Annual Stickers	5,742	6,050	5,600	6,072	22
Family Camping	5,643	5,750	5,500	5,686	(64)
Group Camping	2,085	1,150	1,000	1,070	(80)
Reserved Picnics/Pavilion/Lodge	901	1,125	1,000	1,156	31
Annual Boat Launch Stickers	486	515	500	500	(15)
Daily Boat Launch	16,281	19,250	18,000	19,700	450



## Parks Programs (cont.)



The following analysis excludes all impacts from Fox River Park due to partial year operation in 2004. In 2005, budgeted Parks expenditures increase just over \$41,300 or 2.0%. Park revenues increase by \$32,000 or almost 4.1%. The Park and Planning Commission established a goal of 30% cost recovery for the park system. In 2005, the parks are budgeted to recover 35% of costs.



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**PARK AND LAND USE  
THREE YEAR MAINTENANCE PLAN**

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Maintenance projects consist of repairs or improvements which are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance projects. These projects are different from capital projects in the frequency of the repair/improvement, the cost related to the project, and the inclusion of these projects in the department's annual operating budget. In order to plan for these expenditures on an annual basis and insure the continued maintenance of County grounds and park facilities, a three year plan is developed to identify future projects and provide for a consistent annual budget base. Accounts 5712 (Building Repair/Maintenance--Planned) and 5730 (Road/Runway/Parking Lot Maintenance) are operating expenditure items, and account 7255 (Building Improvements) is for projects classified as fixed asset expenditure items. Starting in budget year 2002, the department has begun including park facility maintenance recommendations contained in the county facility management plan.

	<u>2005</u>	<u>2006</u>	<u>2007</u>
Ground Maintenance			
Building Repair/Maintenance	\$3,400	\$0	\$9,000
Road/Parking Lot Maintenance	\$0	\$0	\$0
Building improvements	<u>\$25,700</u>	<u>\$20,000</u>	<u>\$0</u>
Total Ground Maintenance	\$29,100	\$20,000	\$9,000
Retzer			
Building Repair/Maintenance	\$0	\$2,200	\$7,200
Road/Parking Lot Maintenance	\$0	\$600	\$600
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Retzer	\$0	\$2,800	\$7,800
Naga-waukee Park			
Building Repair/Maintenance	\$1,350	\$10,400	\$2,500
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$19,000</u>	<u>\$25,000</u>	<u>\$0</u>
Total Nagaaukee Park	\$21,850	\$36,900	\$4,000
Muskego			
Building Repair/Maintenance	\$4,750	\$0	\$22,700
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$12,000</u>	<u>\$5,000</u>	<u>\$32,000</u>
Total Musekgo Park	\$18,250	\$6,500	\$56,200
Mukwonago			
Building Repair/Maintenance	\$2,500	\$600	\$15,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$62,100</u>	<u>\$35,000</u>	<u>\$0</u>
Total Mukwonago Park	\$66,100	\$37,100	\$16,500
Minooka			
Building Repair/Maintenance	\$3,200	\$2,200	\$10,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Minooka Park	\$4,700	\$3,700	\$11,500

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**PARK AND LAND USE**  
**THREE YEAR MAINTENANCE PLAN (cont.)**

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	<u>2005</u>	<u>2006</u>	<u>2007</u>
Menomonee			
Building Repair/Maintenance	\$10,300	\$15,000	\$17,500
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$35,000</u>	<u>\$39,400</u>	<u>\$0</u>
Total Menomonee Park	\$46,800	\$55,900	\$19,000
Nashotah			
Building Repair/Maintenance	\$1,100	\$0	\$6,800
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$0</u>	<u>\$25,000</u>	<u>\$0</u>
Total Nashotah Park	\$2,600	\$26,500	\$8,300
Foxbrook			
Building Repair/Maintenance	\$3,900	\$700	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$0</u>	<u>\$5,000</u>	<u>\$0</u>
Total Foxbrook Park	\$5,400	\$7,200	\$1,500
Fox River			
Building Repair/Maintenance	\$2,000	\$0	\$0
Road/Parking Lot Maintenance	\$0	\$0	\$0
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Fox River Park	\$2,000	\$0	\$0
Grand Total	\$196,800	\$196,600	\$133,800
Building Repair/Maintenance	\$32,500	\$31,100	\$90,700
Road/Parking Lot Maintenance	\$10,500	\$11,100	\$11,100
Building improvements	<u>\$153,800</u>	<u>\$154,400</u>	<u>\$32,000</u>
Grand Total	\$196,800	\$196,600	\$133,800

## Recreation Programs

## Program Description

The Recreation Program is responsible for the maintenance and administration of the community based recreation program. Responsibilities include development, coordination, monitoring, record keeping and counseling unincorporated and incorporated municipalities in the conduction of their softball, baseball and soccer programs.



	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Personnel Costs	\$6,652	\$0	\$0	\$0	\$0
Operating Expenses	\$25,861	\$0	\$0	\$0	\$0
Interdept. Charges	\$5,016	\$0	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$37,529</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Charges for Services	\$48,008	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$48,008</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>(\$10,479)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Program Highlights

Program eliminated in 2004.

## General County Grounds Maintenance

## Program Description

The Grounds Maintenance is responsible for the maintenance of a safe, clean and aesthetically pleasing manner for the Government Center, Northview Grounds, Expo Center, Radio Tower Site, Mental Health Center, Eble Ice Arena and Moor Downs Golf Course.

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>12.90</b>	<b>11.65</b>	<b>11.65</b>	<b>11.65</b>	<b>0.00</b>

Personnel Costs	\$461,700	\$438,210	\$437,843	\$446,344	\$8,134
Operating Expenses	\$185,908	\$79,700	\$74,400	\$73,700	(\$6,000)
Interdept. Charges	\$108,583	\$116,184	\$66,044	\$121,299	\$5,115
Fixed Assets	\$0	\$16,500	\$46,100	\$39,950	\$23,450
<b>Total Expenditures:</b>	<b>\$756,191</b>	<b>\$650,594</b>	<b>\$624,387</b>	<b>\$681,293</b>	<b>\$30,699</b>
Interdepartmental	\$198,396	\$202,000	\$202,000	\$167,500	(\$34,500)
<b>Total Revenues:</b>	<b>\$198,396</b>	<b>\$202,000</b>	<b>\$202,000</b>	<b>\$167,500</b>	<b>(\$34,500)</b>
<b>Tax Levy</b>	<b>\$557,795</b>	<b>\$448,594</b>	<b>\$422,387</b>	<b>\$513,793</b>	<b>\$65,199</b>

## Program Highlights

Personnel costs reflect salary and benefit increases to continue 11.65 FTE. Operating expense decrease of \$6,000 is mainly due to reductions in supply accounts to reflect actual amount being spent. Interdepartmental charges have increased just over \$5,000 mainly due to vehicle replacement charges and fuel costs. Fixed Assets increase is mainly due to implementation of the 3-year maintenance plan.

Program revenues are received from charging Enterprise fund operations for grounds maintenance services. In 2005, the Exposition Center has been changed from an enterprise fund to a general fund operation and therefore no longer is being charged for grounds maintenance services. This results in a \$40,500 reduction in program revenues.



## General County Grounds Maintenance (cont.)

Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	0
Acres of Parking Lot maintained	42	42	42	43	1
Linear Feet of Sidewalk and Entrances	24,625	24,625	24,625	25,800	1,175

## Retzer Nature Center

## Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, and plant community restoration and wildlife habitat improvement. The primary goal is to provide maximum customer enjoyment and understanding of the county's significant natural resources while maintaining and enhancing the quality of those features.



## Performance Measures

Performance Measures	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Revenue as % of operating expenses (benchmark 20%)	20.71%	20.06%	22.11%	21.96%	1.90%
<b>Staffing (FTE)</b>	<b>8.55</b>	<b>8.53</b>	<b>8.53</b>	<b>9.13</b>	<b>0.60</b>

Personnel Costs	\$376,449	\$385,546	\$384,850	\$406,599	\$21,053
Operating Expenses	\$92,230	\$143,250	\$131,405	\$133,947	(\$9,303)
Interdept. Charges	\$50,274	\$54,431	\$48,261	\$39,406	(\$15,025)
Fixed Assets	\$0	\$10,000	\$10,000	\$12,750	\$2,750
<b>Total Expenditures:</b>	<b>\$518,953</b>	<b>\$593,227</b>	<b>\$574,516</b>	<b>\$592,702</b>	<b>(\$525)</b>
General Government	\$0	\$10,000	\$10,000	\$0	(\$10,000)
Charges for Services	\$106,702	\$116,000	\$116,000	\$129,152	\$13,152
Other Revenue	\$798	\$1,000	\$1,000	\$1,000	\$0
<b>Total Revenues:</b>	<b>\$107,500</b>	<b>\$127,000</b>	<b>\$127,000</b>	<b>\$130,152</b>	<b>\$3,152</b>
<b>Tax Levy</b>	<b>\$411,453</b>	<b>\$466,227</b>	<b>\$447,516</b>	<b>\$462,550</b>	<b>(\$3,677)</b>

## Program Highlights

Personnel costs reflect salary and benefit increases to continue 8.53 FTE, the addition of 1,250 hours, or 0.60 FTE, of seasonal staff time to service expanded facility and a 2% salary increase for seasonal staff.

Operating Expenses are reduced just over \$9,300 or 6.5%. Equipment costs have been reduced \$10,300 based on one-time purchases in 2004 for Learning Center, maintenance and advertising and legal notices have been reduced \$3,200 and \$8,000, respectively. These reductions are partially offset with an increase in exhibition material and the transfer of office supplies and printing services from internal (interdepartmental charges) to outside vendors (operating expenses).



## Retzer Nature Center (cont.)

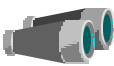
General governmental revenues: In 2004 a Community Development Block Grant in the amount of \$10,000 was received for Retzer Nature Center Learning Center Site Development. No grant is budgeted in 2005. Charges for services are received from Waukesha School District for planetarium maintenance services.



Activity	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Attendance at hikes, work shops, seminars	6,141	7,500	8,050	10,500	3,000
Apple harvest festival attendance	3,700	4,400	4,200	5,500	1,100
Site Evaluations	20	12	10	15	3
Bird Seed Bags Sold	2,200	2,800	2,800	3,000	200

## Museum

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Operating Expenses	\$215,000	\$215,000	\$215,000	\$215,000	\$0
<b>Total Expenditures:</b>	<b>\$215,000</b>	<b>\$215,000</b>	<b>\$215,000</b>	<b>\$215,000</b>	<b>\$0</b>
<b>Total Revenues:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Tax Levy</b>	<b>\$215,000</b>	<b>\$215,000</b>	<b>\$215,000</b>	<b>\$215,000</b>	<b>\$0</b>



## Program Highlights

The program continues the existing of a ten-year grant to Waukesha County Historical Society to fund staffing and program operations. The grant was established through County Board Resolution in 2002 and is contingent upon the Historical Society meeting attendance benchmarks.



Activity	2003	2004	2005	2006	2007
Annual Contractual Visitor Performance Standard	13,000	13,000	13,000	13,130	13,330
Actual/Estimate (a)	14,000	16,000			

(a) The 2003 actual attendance data was verified through a research study conducted by the Carroll College Department of Mathematics, which concluded actual 2003 attendance was between 13,900 and 14,400. The 2004 estimate will also be verified through a study conducted by Carroll College. The 13,000 standard for 2004 has been reported to have been met in September.

## Exposition Center

## Program Description

Provides facilities for recreational, educational, and entertainment events to citizens, businesses, and government groups.



Performance Measures	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Avg. Revenue/Paid Event*	\$2,917	\$2,440	\$2,441	\$2,540	\$100
Avg. Opportunity Cost/Free Evt**	\$770	\$525	\$640	\$650	\$125

\*-The 2004 average revenue for paid events is expected to decrease from the 2003 Actual that includes the 100<sup>th</sup> Harley Davidson Anniversary event that was not repeated in 2004.

\*\* -The average opportunity cost of free events increased in 2003 due to an increase in unique requests but it is estimated to slightly decrease in 2004.

<b>Staffing (FTE)</b>	<b>9.21</b>	<b>8.92</b>	<b>9.22</b>	<b>9.40</b>	<b>0.48</b>
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Personnel Costs	\$355,597	\$365,026	\$359,133	\$371,604	\$6,578
Operating Expenses	\$278,900	\$319,914	\$310,679	\$235,926	(\$83,988)
Interdept. Charges	\$128,874	\$134,990	\$135,204	\$37,470	(\$97,520)
Fixed Assets (Memo) (a)	\$29,190	\$0	\$0	\$0	\$0
Interdept. Debt-Principal	\$16,000	\$16,000	\$16,000	\$0	(\$16,000)
<b>Total Expenditures: (a)</b>	<b>\$763,371</b>	<b>\$819,930</b>	<b>\$805,016</b>	<b>\$645,000</b>	<b>(\$174,930)</b>
Charges for Services	\$740,957	\$610,000	\$600,000	\$620,000	\$10,000
Other Revenue (b)	\$0	\$119,930	\$115,016	\$0	(\$119,930)
<b>Total Revenues:</b>	<b>\$740,957</b>	<b>\$729,930</b>	<b>\$715,016</b>	<b>\$620,000</b>	<b>(\$109,930)</b>
<b>Operating Inc./ (Loss) (a)</b>	<b>(\$22,414)</b>	<b>(\$90,000)</b>	<b>(\$90,000)</b>	<b>\$0</b>	<b>N/A</b>
<b>Tax Levy</b>	<b>\$22,414</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$25,000</b>	<b>(\$65,000)</b>

(a) Prior to 2005 the Exposition Center was operated as an enterprise fund, for 2003 and 2004 total expenditures and net operating income/ (loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

(b) The 2004 revenue budget includes fund balance appropriations \$119,930 (Exposition Center Fund)

## Program Highlights

In 2005, Exposition Center has been changed from an enterprise fund to a general fund operation. The accounting method shift is made to recognize the Expo Center as a community development asset. A 2004 economic impact analysis completed by the Waukesha and Pewaukee Convention and Visitors Bureau estimates the Expo Center generates \$7 million in economic impact to Waukesha County. The facility generates sufficient revenues to cover annual operating costs, but not enough revenue for capital/maintenance improvements, depreciation and other indirect costs.

Personnel cost to continue increases \$6,500 or 1.7%. Employee health and dental insurance premiums costs are not increasing as rapidly as in previous years. Overtime expenses have been reduced and reallocated to increase the use of extra help that is more cost effective and buys more hour coverage.

Under current accounting practices, general fund operations are not charged depreciation, grounds maintenance, administrative services or indirect charges. Operating expenses are estimated to decrease almost \$85,000 or 26.5% primarily due to the elimination of depreciation charges of \$119,000, which is partially offset by an increase in planned maintenance of almost \$47,000. Interdepartmental charges decrease \$97,000 or 71.7% primarily due to elimination of indirect cost charges of \$38,000, grounds maintenance charges of \$33,000 and administrative services of \$23,700.

Charges for Service revenues are expected to increase a weighted average of 3% with the number of events booked to remain constant.

## Administrative Services

**Program Description**

Monitor overall performance of the various divisions to insure continuous improvement in customer service. Provide business/financial management services including; development and implementation of the department budget, process payroll, provide accounting services and fiscal analysis. In addition, provide direction and leadership in office efficiencies, automated file developments, strategic planning, and performance measures.

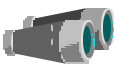
**Performance Measures**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Customer service inquires through Web Pages viewed	25,433*	175,000	277,378	325,000	150,000
# of web page inquiries. regarding svc./% responded to within 2 bus. days	92/100%	125/100%	100/100%	125/100%	0/0%

\* Only includes last 2 months of activity

<b>Staffing (FTE)</b>	<b>9.54</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>0.00</b>
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Personnel Costs	\$576,955	\$567,353	\$564,132	\$588,032	\$20,679
Operating Expenses	\$55,224	\$84,075	\$82,960	\$92,500	\$8,425
Interdept. Charges	\$64,264	\$77,579	\$70,947	\$63,475	(\$14,104)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures:</b>	<b>\$696,443</b>	<b>\$729,007</b>	<b>\$718,039</b>	<b>\$744,007</b>	<b>\$15,000</b>
Charges for Services	\$189	\$1,100	\$100	\$1,100	\$0
Interdepartmental	\$118,732	\$127,000	\$126,000	\$122,000	(\$5,000)
Other Revenue	\$3,260	\$3,500	\$3,000	\$3,500	\$0
<b>Total Revenues:</b>	<b>\$122,181</b>	<b>\$131,600</b>	<b>\$129,100</b>	<b>\$126,600</b>	<b>(\$5,000)</b>
<b>Tax Levy</b>	<b>\$574,262</b>	<b>\$597,407</b>	<b>\$588,939</b>	<b>\$617,407</b>	<b>\$20,000</b>

**Program Highlights**

Personnel costs reflect salary and benefit increases to continue 9.5 FTE. Interdepartmental printing/postage and telephone charge budget reduced based on actual experience and due to the transfer of office supplies and printing services from internal (interdepartmental charges) to outside vendors (operating expenses).

Interdepartmental revenues are received from charging Enterprise fund operations for administrative services. In 2005, the Exposition Center has been changed from an enterprise fund to a general fund operation, and therefore, no longer is being charged for grounds maintenance services. This results in an \$11,000 reduction in program revenues.

# Land Information System Fund

# Parks & Land Use

# Fund Purpose/ Summary

## Fund Purpose

The Waukesha County Land Information System is a special revenue fund created to establish a county-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment. The Land Information System, when fully deployed will be available for use by citizens, businesses and units of government.

## Financial Summary

	2003 Actual	2004 Adopted Budget	2004 Estimate (a)	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
<b>Land Information System Fund</b>						
Personnel Costs	\$221,676	\$248,173	\$245,833	\$255,867	\$7,694	\$0
Operating Expenses	\$237,478	\$264,915	\$339,419	\$260,990	(\$3,925)	(\$0)
Interdept. Charges	\$55,472	\$40,670	\$40,370	\$43,664	\$2,994	\$0
Fixed Assets	\$0	\$0	\$15,410	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$514,626</b>	<b>\$553,758</b>	<b>\$641,032</b>	<b>\$560,521</b>	<b>\$6,763</b>	<b>\$0</b>
General Government	\$195,368	\$40,554	\$84,754	\$0	(\$40,554)	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,066,445	\$513,204	\$631,000	\$560,521	\$47,317	\$0
Interdepartmental	\$22	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Revenues</b>	<b>\$1,261,835</b>	<b>\$553,758</b>	<b>\$715,754</b>	<b>\$560,521</b>	<b>\$6,763</b>	<b>\$0</b>
<b>Tax Levy (b)</b>	<b>(\$747,209)</b>	<b>\$0</b>	<b>(\$74,722)</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

(a) The 2004 estimate exceeds 2004 adopted budget to include additional expenditure authority carried over from 2003 and changes approved by ordinance.

(b) No tax levy is budgeted in this fund. The tax levy credit shown in the 2003 actual and 2004 estimate is generated from revenues in excess of expenditures. Excess revenues lapse to LIS fund balance and are available for future year appropriations to fund one-time (non-recurring) expenditure items.

## Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	1.01	0.48	0.48	0.48	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>4.01</b>	<b>3.48</b>	<b>3.48</b>	<b>3.48</b>	<b>0.00</b>



**Departmental Objectives**

**Provide Comprehensive Customer Service**

1. Enhance existing GIS mapping Intranet, Extranet and Internet site to include additional applications and data information in a more user-friendly, user specific manner (4<sup>th</sup> quarter 2005)(Goals 4.6, 4.7, and 4.8).

**Innovate and Seek Continuous Quality Improvement**

1. Fully implement update methodology for street centerline file with address ranges needed to support shared dispatch system (1<sup>st</sup> Quarter 2005) (Goal 1.3).

**Major Departmental Strategic Achievements from 7/01/03 to 6/30/04**

1. Designed update methodology for street centerline file with address ranges needed to support shared dispatch system.
2. Rehosted Parcel Mapping System in the new GeoDatabase system, which leverages database management in a mapping environment. Designed GeoDatabase system for parcel framework and tax parcels that contains links to Register of Deeds imaging system

**CURRENT AND PROPOSED CAPITAL PROJECTS**

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 04	Estimated Operating Impact	A=Annual T= One-Time
200508	Orthophotography	2005	\$800,000	0%	\$0	NA

## Land Information System

## Program Description

Responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, where by land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and /or a parcel identifier. To study, identify, and address issues attendant to data custody, control, and maintenance.

The Division activities are fully funded by document recording fees. For each document recorded in the Register of Deeds Office, a special \$7 fee is collected and retained for Land Records Modernization efforts. Of this \$7, \$2 is sent to the Wisconsin Land Information Board (WLIB) for use in statewide initiatives and grants to Counties, \$5 is retained locally, of which \$4 is used for general local land records activities and \$1 is used specifically for providing Land information via the Internet.



## Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
# of digital data requests filled within 3 days/# of requests	56/68	NA	60/70	65/70	NA
# of custom designed map requests filled within 4 days/# of requests	NA	NA	200/300	120/200	NA
<b>Staffing (FTE)</b>	<b>4.01</b>	<b>3.48</b>	<b>3.48</b>	<b>3.48</b>	<b>0.00</b>

Personnel Costs	\$221,676	\$248,173	\$245,833	\$255,867	\$7,694
Operating Expenses	\$237,478	\$264,915	\$339,419	\$260,990	(\$3,925)
Interdept. Charges	\$55,472	\$40,670	\$40,370	\$43,664	\$2,994
Fixed Assets	\$0	\$0	\$15,410	\$0	\$0
<b>Total Expenditures:</b>	<b>\$514,626</b>	<b>\$553,758</b>	<b>\$641,032</b>	<b>\$560,521</b>	<b>\$6,763</b>
General Government	\$195,368	\$40,554	\$84,754	\$0	(\$40,554)
Charges for Services	\$1,066,445	\$513,204	\$631,000	\$560,521	\$47,317
Interdept. Charges	\$22	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$1,261,835</b>	<b>\$553,758</b>	<b>\$715,754</b>	<b>\$560,521</b>	<b>\$6,763</b>
<b>Tax Levy</b>	<b>(\$747,209)</b>	<b>\$0</b>	<b>(\$74,722)</b>	<b>\$0</b>	<b>\$0</b>

## Program Highlights

The budget reflects continued support and maintenance of the current Land Information System activities and datasets. Operationally, an increase is seen in contracted services with the inclusion of a ¾ time contracted person to update address data associated with the street centerline file required initially by the new shared dispatch operation. This increase in contracted services is more than offset by a decrease in other operational activities resulting from the elimination of Wisconsin Land Information Board (WLIB) grant funded projects.

General government revenue of \$40,554 is removed from the 2005 budget reflecting State budget changes that discontinue WLIB grants to counties that retain more that \$35,000 in recording fees annually. To offset this loss of grant revenue, the program is focusing more effort on updating and maintaining land records on the Internet to utilize the special recording fees designated for this activity

**Fund Purpose**

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

**Financial Summary**

	2003 Actual	2004 Adopted Budget	2004 Estimate	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
Operating Expenses	\$150,000	\$5,000	\$0	\$5,000	\$0	N/A
Fixed Assets	\$724,382	\$995,000	\$950,000	\$1,495,000	\$500,000	50.3%
<b>Total Expenditures:</b>	<b>\$874,382</b>	<b>\$1,000,000</b>	<b>\$950,000</b>	<b>\$1,500,000</b>	<b>\$500,000</b>	50.0%
General Government	\$0	\$0	\$0	\$375,000	\$375,000	N/A
Charges for Services	\$0	\$0	\$0	\$300,000	\$300,000	N/A
Other Revenue (a)	\$1,963,697	\$1,000,000	\$1,528,270	\$825,000	(\$175,000)	-17.5%
<b>Total Revenues:</b>	<b>\$1,963,697</b>	<b>\$1,000,000</b>	<b>\$1,528,270</b>	<b>\$1,500,000</b>	<b>\$500,000</b>	0.5
<b>Tax Levy (b)</b>	<b>(\$1,089,315)</b>	<b>\$0</b>	<b>(\$578,270)</b>	<b>\$0</b>	<b>\$0</b>	N/A

(a) The 2004 budget and estimate includes \$100,000 in prior year Parks' revenues, \$150,000 of Golf Course Fund, \$100,000 of General Fund and \$200,000 of Material Recycling Facility appropriated fund balance. The 2005 budget includes \$125,000 prior year Parks' revenue, \$500,000 of Tarmann Fund, and \$75,000 of Golf Course Fund appropriated fund balance.

(b) No tax levy is budgeted within this fund. Negative levy, or tax levy credit, is generated from revenues in excess of expenditures. Prior year excess revenues lapse to Tarmann fund balance and are available for future year appropriation.

**Departmental Objectives****Innovate and Seek Continuous Quality Improvement**

1. Provide funding for the acquisition of lands, either directly by the County or in partnership with local municipalities, government units or non-profit conservation organizations, identified in the Waukesha County Park and Open Space and Greenway Plans.
2. Seek donations, dedications, partnerships, right of first refusals, easements, fee simple acquisition and bequeaths to implement the Waukesha County Park Open Space and Greenway Plans.

**Program Highlights**

Budgeted expenditures increase \$500,000 based on anticipated land purchases.

Budgeted grant reimbursements for land acquisitions increase \$25,000 to \$375,000. The 2004 Budget included \$350,000 of grant reimbursements budgeted as other revenue. In 2005 these grants are budgeted as general government to aid in tracking revenues by source.

Charges for service revenues increase \$300,000 reflecting the budgeting of landfill tipping fees for land acquisitions.

For 2005, other revenues include; \$500,000 of Tarmann fund balance to fund the increased expenses associated with anticipated land purchases, \$100,000 of interest income, \$75,000 in Golf Course fund balance and \$25,000 in miscellaneous revenues (e.g., permits fees, donations, cost shares). Other revenues also include prior year Park revenues of \$125,000, which reflect revenues in excess of 30% of Park operating expenses transferred to the Tarmann Fund pursuant to enrolled County ordinance 152-99.

**Activity**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Number of parcels acquired	4	5	2	5	0
Number of acres acquired	407	300	300	300	0

## Summary of Tarmann Fund Funding Sources 2003 – 2005

Revenue Source	2003 Budget	2003 Actual	2004 Budget	2005 Budget	Budget Change
Tarmann Fund Balance		\$0		\$500,000	\$500,000
Grant Reimbursements	\$300,000	\$1,065,006	\$350,000	\$375,000	\$25,000
Land Fill Fees	\$0	\$0	\$0	\$300,000	\$300,000
Parks Excess Revenue/Over Costs Transfer from General Fund	\$0	\$182,565	\$100,000	\$125,000	\$25,000
Interest Income	\$150,000	\$84,474	\$100,000	100,000	\$0
Golf Course Retained Earnings	\$250,000	\$250,000	\$150,000	\$75,000	(\$75,000)
Other (Permits/Sales Etc.)		\$81,653		\$25,000	\$25,000
MRF Fund Balance	\$150,000	\$150,000	\$200,000	\$0	(\$200,000)
General Fund Balance	\$150,000	\$150,000	\$100,000	\$0	(\$100,000)
<b>Total</b>	<b>\$1,000,000</b>	<b>\$1,963,698</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>	<b>\$500,000</b>

1. Department requests an appropriation increase of \$500,000 funded through **Tarmann Fund balance** to provide sufficient resources to acquire a specific property. The department indicates that the 70-acre parcel has an appraised market value of \$1.4 million.
2. **Grant Reimbursements** increase \$25,000 based on recent historical averages. Actual revenues will vary based on expenditure levels and state funding decisions.
3. **Landfill Fees** of \$300,000 are budgeted for the first time within the Tarmann Fund. Currently, landfill fees are budgeted within the General Fund to offset solid waste programming costs. The 2005 budget includes a policy change which budgets some landfill fees within the Tarmann Fund to allow these one-time revenues to fund one-time (land purchases), and **MRF Fund Balance (prior year interest income)** is removed as a funding source for land acquisition. MRF interest income is budgeted in the General Fund with other landfill fees to fund solid waste programming costs.
4. **Parks Excess Revenue Over Cost** transfer increases \$25,000 to reflect recent history.
5. Budgeted **Tarmann Fund Interest income** remains the same in 2005.
6. Appropriated **General Fund** is eliminated and **Golf Course** appropriated fund balance is reduced \$75,000.
7. **Other revenue** is budgeted at \$25,000, including estimated annual land sales, land use permit, donations and other smaller revenue sources.

**Golf Course Fund****Parks & Land Use****Fund Purpose/  
Summary****Fund Purpose**

This budget is comprised of 3 separate golf courses (Moor Downs Golf Course, Naga-waukee Golf Course, and Wanaki Golf Course) that are financed in a manner similar to private business enterprises. The fund purpose is: To provide complete golfing facilities for the general public at an affordable rate while not requiring a tax subsidy; to generate adequate income to continue to provide improvements to existing facilities; to develop, maintain and operate the facilities consistent with the industry's standards; and to continue to provide new improvements to the facilities which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

**Financial Summary**

	2003 Actual	2004 Adopted Budget	2004 Estimate	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
<b>Golf Course Fund</b>						
Personnel Costs	\$1,092,041	\$1,188,357	\$1,209,017	\$1,225,836	\$37,479	3.2%
Operating Expenses	\$1,038,941	\$1,083,587	\$1,062,787	\$1,086,439	\$2,852	0.3%
Interdept. Charges	\$899,095	\$943,321	\$896,571	\$915,793	(\$27,528)	-2.9%
Fixed Assets Memo (a)	\$0	\$107,000	\$21,591	\$10,000	(\$97,000)	-90.7%
<b>Total Expenditures: (a)</b>	<b>\$3,030,077</b>	<b>\$3,215,265</b>	<b>\$3,168,375</b>	<b>\$3,228,068</b>	<b>\$12,803</b>	0.4%
Charges for Services	\$3,058,101	\$3,454,000	\$3,092,000	\$3,375,000	(\$79,000)	-2.3%
Other Revenue	(\$30,607)	\$0	\$0	\$0	\$0	N/A
<b>Total Revenues:</b>	<b>\$3,027,494</b>	<b>\$3,454,000</b>	<b>\$3,092,000</b>	<b>\$3,375,000</b>	<b>(\$79,000)</b>	-2.3%
<b>Operating Inc./(Loss) (a)</b>	<b>(\$2,583)</b>	<b>\$238,735</b>	<b>(\$76,375)</b>	<b>\$146,932</b>	<b>(\$91,803)</b>	-38.5%
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	N/A

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

**Position Summary (FTE)**

Regular Positions	9.58	9.58	9.58	9.58	0.00
Extra Help	24.47	23.54	22.70	23.38	-0.16
Overtime	1.30	1.19	1.19	1.18	-0.01
<b>Total</b>	<b>35.35</b>	<b>34.31</b>	<b>33.47</b>	<b>34.14</b>	<b>-0.17</b>

**Department Wide Strategic Directives/Objectives****Manage Resources With Fiscal Prudence**

1. Evaluate seasonal staffing schedules to reduce unemployment compensation payments (Goal 1.9 entire year)
2. Utilize an extensive customer database to proactively market specials and offerings via e-mail, to generate additional revenue with minimal marketing costs (Goal 1.7 Qtr 2 & 3)
3. Review operational efficiencies to effectively maintain the course with the absolute minimum resources. (Goal 1.9 Qtr 1)
4. Golf courses retained earnings will continue to provide funding for Walter J. Tarmann fund parkland acquisition (\$75,000) (Goal 2.5) (4<sup>th</sup> Qtr 2005)

**Provide Comprehensive Customer Service**

1. Continue to develop and refine the availability and use of on line tee times for our customers (Goal 4.5 Qtr 1)

**Innovate and Seek Continuous Quality Improvement**

1. Complete the renovation of the Moor Downs Clubhouse (Goal 1.9 Qtr 1)
2. Utilize the latest machinery and technologies that will provide for a well-maintained course and an enjoyable golfing experience at a reasonable price to the users. (Goal 1.9)(3<sup>rd</sup> Qtr. 2005)

**Major Departmental Strategic Achievements from 7/01/03 to 6/30/04**

1. Analyzed and evaluated the potential for lease versus purchasing golf course equipment. It was determined that purchasing in 2004 was more effective.
2. Developed the Moor Downs Clubhouse renovation project. This will address ADA and building code issues, utility efficiencies, and the historic preservation of a unique building.
3. The Wanaki cart path project was completed permitting cart access to the golf course during wet conditions. This will enhance the revenue potential.
4. Utilized an extensive customer database of approximately 2,000 email addresses to proactively market specials and offerings via e-mail, to generate additional revenue with minimal marketing costs.
5. Strategically promoted the golf course via media ads, public relations, and packaged specials in order to maintain revenue levels.
6. Moor Downs was the host facility for the restructured Great Blue Heron Girl Scout, learn to golf program in partnership with the WPGA. Over 150 girls participated in this program.
7. Golf courses retained earnings provided funding for Walter J. Tarmann fund parkland acquisition (\$150,000).
8. Developed a customer survey card that rated the courses good to very good the top two possible categories.
9. Held qualifier event for the WSGA Amateur tournament

**CURRENT AND PROPOSED CAPITAL PROJECTS**

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 04	Estimated Operating Impact	A=Annual T= One-Time
200012	Moor Downs GC 5 <sup>th</sup> hole Redevelopment	2005	\$109,900	0%	\$7,500	A
9912	Wanaki GC Cart Path System	2004	\$200,000	100%	\$1,500	A
200401	Moor Downs Club House	2005	\$425,000	0%	\$13,000	A

## Naga-waukee Golf Course

## Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.



## Performance Measures

	Benchmark-1	'03Actual	'04Budget	'05Budget
Average Margin *	10%	24%	25%	22%
Net Operating Income *	\$145,000	\$390,362	\$439,481	\$383,726
Payroll % of total Expenses	49%	36%	39%	39%
Rounds Played	31,204	49,589	54,425	52,900

\* - Before Sales Taxes, Debt Service, and Depreciation Expense

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>16.91</b>	<b>16.62</b>	<b>16.00</b>	<b>16.32</b>	<b>-0.30</b>
Personnel Costs	\$518,689	\$566,715	\$573,676	\$579,650	\$12,935
Operating Expenses	\$488,709	\$529,727	\$499,327	\$522,256	(\$7,471)
Interdept. Charges	\$410,249	\$367,830	\$349,530	\$370,975	\$3,145
Fixed Assets Memo (a)	\$0	\$107,000	\$6,591	\$5,000	(\$102,000)
<b>Total Expenditures: (a)</b>	<b>\$1,417,647</b>	<b>\$1,464,272</b>	<b>\$1,422,533</b>	<b>\$1,472,881</b>	<b>\$8,609</b>
Charges for Services	\$1,542,097	\$1,700,000	\$1,607,000	\$1,673,000	(\$27,000)
Other Revenue	(\$30,607)	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$1,511,490</b>	<b>\$1,700,000</b>	<b>\$1,607,000</b>	<b>\$1,673,000</b>	<b>(\$27,000)</b>
<b>Operating Inc./(Loss) (a)</b>	<b>\$93,843</b>	<b>\$235,728</b>	<b>\$184,467</b>	<b>\$200,119</b>	<b>(\$35,609)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.



## Program Highlights

Personnel cost to continue increase 2.3%. Budgeted health insurance premiums increase \$9,300 or 23.9%, primarily due to the hire of a new superintendent and his insurance selections. Temporary extra help decreases \$10,300 or 4.5% based upon historical usage. The golf courses will be directly charged for unemployment compensation resulting in a \$10,000 increase from \$0 in the 2004 budget.

Operating expenses are anticipated to decrease \$7,500 or 1.4% mostly due to a \$18,700 decrease in depreciation expense as the value of capitalized fixed assets decreases and a \$7,500 decrease in utilities, offset by an increase in small equipment of \$20,000 related to the department plans to purchase rather than lease golf carts.

Interdepartmental charges are expected to increase slightly with a \$20,800 increase in Administrative Overhead charges being offset by decreases in Central fleet of \$6,000 maintenance and fuel usage of \$7,900.

Budgeted revenues are expected to decrease based on analysis of prior year activity. Overall fees increase by a weighted average of 3% to 4% offset with the expected decrease in the budgeted number of rounds played.

## Nagawauke Golf Course (Cont.)

Fixed assets for 2005  
Patio Furniture \$5,000

**Activity**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
9 Hole Rounds	77,400	84,125	78,000	78,950	-5,175
Golf Car Rental	18,414	16,700	18,000	19,600	2,900
ID Cards paying	3,066	3,450	3,100	3,200	-250
9 Hole Play	21,778	24,725	22,000	22,850	-1,875
18 Hole Play	27,811	29,700	28,000	28,050	-1,650

**18 Hole Municipal Course**

	National Golf Foundation Median Region 4	2003 Data
Gross Revenue	\$1,000,000	\$1,620,690
Gross Revenue/Round	\$31	\$32.68
Rounds Played	31,204	49,581
Net Operating Income	\$110,000	\$265,710
# of Full Time Employees	6	4

Naga-Waukee Golf Course Revenue				
	2003 Actual	2004 Budget	2004 Estimate	2005 Budget
Green Fees	\$925,309	\$1,100,000	\$982,000	\$1,025,000
Carts	\$277,879	\$300,000	\$280,000	\$295,000
ID Cards	\$42,931	\$50,000	\$43,000	\$43,000
Food	\$140,429	\$140,000	\$143,000	\$145,000
Merchandise	\$106,411	\$75,000	\$109,000	\$115,000
Misc.	\$49,138	\$35,000	\$50,000	\$50,000
	\$1,542,097	\$1,700,000	\$1,607,000	\$1,673,000



## Wanaki Golf Course

## Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.



## Performance Measures

	Benchmark-1	'03Actual	'04Budget	'05Budget
Average Margin *	10%	10%	14%	10%
Net Operating Income *	\$145,000	\$112,601	\$184,857	\$106,178
Payroll % of total Expenses	49%	41%	41%	41%
Rounds Played	31,204	46,554	49,450	48,650

\* - Before Sales Taxes, Debt Service, and Depreciation Expense

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>15.66</b>	<b>14.97</b>	<b>14.80</b>	<b>15.10</b>	<b>0.13</b>
Personnel Costs	\$480,766	\$525,889	\$539,737	\$547,255	\$21,366
Operating Expenses	\$461,744	\$455,355	\$478,845	\$467,459	\$12,104
Interdept. Charges	\$228,451	\$296,635	\$286,435	\$278,638	(\$17,997)
Fixed Assets Memo (a)	\$0	\$0	\$15,000	\$5,000	\$5,000
<b>Total Expenditures: (a)</b>	<b>\$1,170,961</b>	<b>\$1,277,879</b>	<b>\$1,305,017</b>	<b>\$1,293,352</b>	<b>\$15,473</b>
Charges for Services	\$1,133,628	\$1,280,000	\$1,113,000	\$1,294,000	\$14,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$1,133,628</b>	<b>\$1,280,000</b>	<b>\$1,113,000</b>	<b>\$1,294,000</b>	<b>\$14,000</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$37,333)</b>	<b>\$2,121</b>	<b>(\$192,017)</b>	<b>\$648</b>	<b>(\$1,473)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Wanaki golf course was closed for 20 days in the spring and early summer of 2004. Wet conditions effected play and cart rentals during several days when the course was technically open for business.



## Program Highlights

Personnel cost to continue increase 4.06%. Budgeted health insurance premiums increase \$3,300 or 7.9%. Temporary extra help decreases \$6,000 based upon historical usage. The golf courses will be directly charged for unemployment compensation resulting in a \$15,000 increase from \$0 in the 2004 budget.

Operating expenses are anticipated to increase 2.7% or \$12,100 mostly due to a \$14,000 increase in the Pro shop merchandise sales of \$14,000 based on prior year actual spending levels and a \$10,000 increase in small equipment related to the department plans to purchase rather than lease golf carts offset by a \$11,300 decrease in depreciation charges due to lower values of fixed and capital assets.

Interdepartmental charges will decrease \$18,000 or 6% primarily due to reallocation of \$13,300 of Parks Management administrative overhead charges to other golf courses. Also, \$3,500 of printing costs were reallocated to operating expenses necessitated by the decision to outsource the county's print service operation.

Budgeted revenues are expected to increase mostly related to an increase in merchandise sales. Overall, fees increase by a weighted average of 3% to 4% offset with the expected decrease in the budgeted number of rounds played.

## Wanaki Golf Course (Cont.)

Fixed assets for 2005

Road and Lot work \$5,000

**Activity**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
9 Hole Rounds	62,139	65,000	56,700	66,100	1,100
Golf Car Rental	12,472	8,750	11,500	14,000	5,250
ID Cards paid	2,440	2,600	2,500	2,500	-100
9 Hole Play	30,969	33,400	27,300	32,300	-1,100
18 Hole Play	15,585	15,800	14,700	16,900	1,100

**18 Hole Municipal Course**National Golf  
Foundation Median Region 42003 Data

Gross Revenue	\$1,000,000	\$1,191,443
Gross Revenue/Round	\$31	\$26
Rounds Played	31,204	46,554
Net Operating Income	\$110,000	\$133,500
# of Full Time Employees	6	4

Wanaki Golf Course Revenue				
	2003 Actual	2004 Budget	2004 Estimate	2005 Budget
Green Fees	\$671,001	\$839,000	\$650,000	\$782,000
Carts	\$118,113	\$140,000	\$107,000	\$146,000
ID Cards	\$33,114	\$40,000	\$39,000	\$45,000
Food	\$133,053	\$143,000	\$135,000	\$142,000
Merchandise	\$121,301	\$80,000	\$125,000	\$124,000
Misc.	\$57,046	\$38,000	\$57,000	\$55,000
	\$1,133,628	\$1,280,000	\$1,113,000	\$1,294,000

## Moor Downs Golf Course

## Program Description

Provides a well-maintained 9-hole golf course and support facilities without tax levy funds.



## Performance Measures

	Benchmark-1	'03Actual	'04Budget	'05Budget
Average Margin *	10%	-3%	10%	-1%
Net Operating Income *	\$145,000	\$-12,923	\$49,013	\$-3,297
Payroll % of total Expenses	49%	20%	21.5%	21.5%
Rounds Played	31,204	25,109	29,280	25,775

\* - Before Sales Taxes, Debt Service, and Depreciation

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.78</b>	<b>2.72</b>	<b>2.67</b>	<b>2.72</b>	<b>0.00</b>
Personnel Costs	\$92,586	\$95,753	\$95,604	\$98,931	\$3,178
Operating Expenses	\$88,488	\$98,505	\$84,615	\$96,724	(\$1,781)
Interdept. Charges	\$260,395	\$278,856	\$260,606	\$266,180	(\$12,676)
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures: (a)</b>	<b>\$441,469</b>	<b>\$473,114</b>	<b>\$440,825</b>	<b>\$461,835</b>	<b>(\$11,279)</b>
Charges for Services	\$382,376	\$474,000	\$372,000	\$408,000	(\$66,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$382,376</b>	<b>\$474,000</b>	<b>\$372,000</b>	<b>\$408,000</b>	<b>(\$66,000)</b>
<b>Operating Inc./ (Loss) (a)</b>	<b>(\$59,093)</b>	<b>\$886</b>	<b>(\$68,825)</b>	<b>(\$53,835)</b>	<b>(\$54,721)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Wet conditions effected play for several days and golf cars were not allowed onto the course for 3 weeks in the spring and early summer of 2004.



## Program Highlights

Personnel cost to continue increase 3.3% in 2005.

Operating expenses are anticipated to slightly decrease mostly due to reductions in landscaping and sand supplies.

Interdepartmental charges will decrease \$12,700 primarily due to reduced Grounds Maintenance expenses.

Revenues are expected to decrease \$66,000 based on the analysis of prior year activity. Fees will be increased by a weighted average of 4% to 5% with a decrease in the number of rounds played.

## Moor Downs Golf Course (Cont.)

**Activity**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
9 Hole Rounds	25,414	29,705	24,100	26,130	-3,575
Golf Car Rental	4,024	3,855	3,500	3,950	95
ID Cards paid	1,627	1,750	1,600	1,650	-100
9 Hole Play	24,804	28,855	23,500	25,420	-3,435
18 Hole Play	305	425	300	355	-70

**18 Hole Municipal Course**

	National Golf		
	Foundation Median Region 4		<u>2003 Data</u>
Gross Revenue	\$1,000,000		\$401,877
Gross Revenue/Round	\$31		\$16
Rounds Played	31,204		25,109
Net Operating Income	\$110,000		\$-12,923
# of Full Time Employees	6		1

Moor Downs Golf Course Revenue				
	2003 Actual	2004 Budget	2004 Estimate	2005 Budget
Green Fees	\$267,142	\$351,000	\$270,000	\$297,000
Carts	\$40,292	\$40,000	\$35,000	\$40,000
ID Cards	\$23,822	\$28,000	\$20,000	\$24,000
Food	\$24,910	\$30,000	\$22,000	\$25,000
Merchandise	\$12,187	\$10,000	\$10,000	\$11,000
Misc.	\$14,023	\$15,000	\$15,000	\$11,000
	\$382,376	\$474,000	\$372,000	\$408,000

**Ice Arenas Fund****Parks & Land Use****Fund Purpose/  
Summary****Fund Purpose**

To provide quality ice skating facilities for the general public at an affordable rate while not requiring a tax subsidy for the cost of operation, maintenance and debt retirement for Eble Park and Naga-waukee Park Ice Arenas. To continue to improve the efficiency and quality of services so as to enhance the recreational experience for the user while maintaining a high level of usage at the facility.

**Financial Summary**

	2003 Actual	2004 Adopted Budget	2004 Estimate	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
Personnel Costs	\$406,841	\$446,376	\$427,882	\$440,865	(\$5,511)	-1.2%
Operating Expenses	\$393,676	\$409,046	\$415,222	\$474,653	\$65,607	16.0%
Interdept. Charges	\$195,906	\$155,413	\$153,915	\$154,516	(\$897)	-0.6%
Fixed Assets Memo (a)	\$0	\$38,000	\$0	\$0	(\$38,000)	-100.0%
Interdept. Debt-Prin Memo (a)(b)	\$98,448	\$101,416	\$101,416	\$104,539	\$3,123	3.1%
<b>Total Expenditures(a)(b)</b>	<b>\$996,423</b>	<b>\$1,010,835</b>	<b>\$997,019</b>	<b>\$1,070,034</b>	<b>\$59,199</b>	<b>5.9%</b>
Charges for Services	\$878,875	\$982,835	\$985,000	\$1,050,500	\$67,665	6.9%
Other Revenue (c)	\$18,750	\$28,000	\$20,000	\$20,000	(\$8,000)	0.0%
<b>Total Revenues:</b>	<b>\$897,625</b>	<b>\$1,010,835</b>	<b>\$1,005,000</b>	<b>\$1,070,500</b>	<b>\$59,665</b>	<b>5.9%</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$98,798)</b>	<b>\$0</b>	<b>\$7,981</b>	<b>\$466</b>	<b>\$466</b>	<b>N/A</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) A General fund principal repayment for Eble Park Ice Arena and Naga-Waukee Ice Arena loan amounts are being repaid in accordance with the original repayment schedule over 25-year periods from Ice Arena revenues. Interest expense payments for the Ice Arenas will be delayed until the end of the current loan term at which time annual interest expense payments will be paid in the amount per year originally scheduled. Debt Service principal is not included in total expenditures and net operating income in order to conform with financial accounting standards.
- (c) Other revenues for 2003 include appropriated fund balance of \$3,504 which partially offset depreciation expense.

**Position Summary (FTE)**

Regular Positions	5.78	5.78	5.78	5.78	0.00
Extra Help	4.63	4.52	4.45	4.39	-0.13
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>10.41</b>	<b>10.30</b>	<b>10.23</b>	<b>10.17</b>	<b>-0.13</b>

**Department Wide Strategic Directives/Objectives****Manage Resources With Fiscal Prudence**

1. Develop additional revenue sources, dasher-board advertisement, to alleviate contract ice rate increases (Goal 1.8 Qtr 1 2005)

**Provide Comprehensive Customer Service**

1. Coordinate the first full year of the Waukesha County Hockey league and to increase participation levels (Goal 1.8 entire year)

**Innovate and Seek Continuous Quality Improvement**

1. Maintain ice arena facilities that offer quality sheets of ice and amenities to our customers at reasonable rates. (Goal 1.9)(3rd & 4<sup>th</sup> Qtr 2005)

**Major Departmental Strategic Achievements from 7/01/03 to 6/30/04**

1. Developed a long- term business plan that identifies the critical risks, challenges, and future direction of the County ice arenas and the ice sport industry.
2. Developed and offer public skating specials to attract new customers to the facilities.
3. Developed additional revenue sources, dasher-board advertisement, to alleviate contract ice rate increases. Boards sales total over 30 units and result in an additional \$15,000 in revenue.
4. Created the new Waukesha County Hockey League for County Facilities utilizing existing County employees. This will assist in maintaining capacity utilization levels and moderate price increases for contract ice times.

## Naga-Waukee Ice Arena

**Program Description**

Provides a quality ice skating facility.

**Performance Measures**

	2003 Contract	Public Skaters	2004 Hourly Rate Range
Eble Ice Arena	1,578	10,563	\$179 - \$213
Naga-waukee Ice Arena	1,671	7,640	\$184- \$219
Wilson Park – Milwaukee		~6,000	\$110 - \$175
Mullett Ice Center – Hartland (June 2002- June 2003)	1,708	11,454	\$153 - \$191

~ - Approximate number

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.21</b>	<b>5.18</b>	<b>5.23</b>	<b>5.12</b>	<b>-0.06</b>
Personnel Costs	\$216,271	\$234,609	\$218,313	\$223,842	(\$10,767)
Operating Expenses	\$208,527	\$217,534	\$226,370	\$277,346	\$59,812
Interdept. Charges	\$104,465	\$76,482	\$75,537	\$75,569	(\$913)
Fixed Assets Memo (a)	\$0	\$0	\$0	\$0	\$0
Interdept. Debt-Principal Memo (a)	\$57,084	\$60,052	\$60,052	\$63,175	\$3,123
<b>Total Expenditures: (a)</b>	<b>\$529,263</b>	<b>\$528,625</b>	<b>\$520,220</b>	<b>\$576,757</b>	<b>\$48,132</b>
Charges for Services	\$437,131	\$488,020	\$495,000	\$553,000	\$64,980
Other Revenue (b)	\$9,375	\$28,000	\$20,000	\$20,000	(\$8,000)
<b>Total Revenues:</b>	<b>\$446,506</b>	<b>\$516,020</b>	<b>\$515,000</b>	<b>\$573,000</b>	<b>\$56,980</b>
<b>Operating Inc./(Loss) (a)</b>	<b>(\$82,757)</b>	<b>(\$12,605)</b>	<b>(\$5,220)</b>	<b>(\$3,757)</b>	<b>\$8,848</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) Other revenues for 2003 include appropriated fund balance of \$3,504 used to partially offset depreciation expense.

**Program Highlights**

Personnel costs decreases \$10,800 primary related to a \$10,600 reduction in health insurance related to a new employee's benefit election offset by normal costs to continue for the remaining positions.

Operating expenses are anticipated to increase 27.5% primarily due to first full year of the Waukesha County Hockey League's referee and contracted ice time expenses. This is offset by a decrease in utilities of \$5,000 based on prior year actual spending levels.

Interdepartmental charges slightly decreased in 2005.

Revenues increase mostly related to direct costs associated with third party contracted ice and referee payments associated with the Waukesha County hockey league. Also, revenues include a weighted average increase of 3% to 4%.

The creation of the new Waukesha County Adult Hockey League has increased operating expense and program revenues by \$64,000.

## Naga-Waukee Ice Arena (Cont.)

**Activity**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Contract Ice Hours	1,671	1,835	1,700	1,725	-110
Public Skating Attendance	7,640	10,400	8,250	8,750	-1,650
No. of Skate Rentals	2,962	5,300	3,100	3,250	-2,050
Prime Hours Capacity	49%	51%	50%	51%	0%
Non-Prime Hours Capacity	17%	21%	20%	21%	0%

Based upon a 34 week ice session. A 24 hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm – 10 pm and weekends 8 am – 10 pm. Non-Prime hours are weekdays 10 pm – 3 pm and weekends 10 pm – 8 am

Naga-waukee Ice Arena Revenue				
	2003 Actual	2004 Budget	2004 Estimate	2005 Budget
Public Skating	\$50,988	\$55,000	\$52,000	\$55,000
Contracted	\$317,539	\$365,000	\$350,000	\$359,000
Concession	\$50,864	\$54,000	\$52,000	\$53,000
Merch/Bds/Misc*	\$17,740	\$14,020	\$41,000	\$86,000
Total	\$437,131	\$488,020	\$495,000	\$553,000

\* Payout to Mullet Ice Arena for contracted ice hours associated with the Waukesha County Hockey League.

## Eble Ice Arena

**Activity**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Contract Ice Hours	1,578	1,705	1,650	1,685	-20
Public Skating Attendance	10,563	13,250	12,500	12,500	-750
No. of Skate Rentals	6,790	7,400	7,000	7,000	-400
Prime Hours Capacity	48%	49%	50%	50%	1%
Non-Prime Hours Capacity	15%	18%	16%	17%	-1%

Eble Ice Arena Revenue				
	2003 Actual	2004 Budget	2004 Estimate	2005 Budget
Public Skating	\$67,411	\$78,000	\$78,000	\$78,000
Contracted	\$297,112	\$340,000	\$335,000	\$340,000
Concession	\$58,896	\$60,000	\$60,000	\$61,500
Merch/Bds	\$18,325	\$16,815	\$17,000	\$18,000
Total	\$441,744	\$494,815	\$490,000	\$497,500



## Eble Ice Arena

**Program Description**

Provides a quality ice skating facility.

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.20</b>	<b>5.12</b>	<b>5.00</b>	<b>5.05</b>	<b>-0.07</b>
Personnel Costs	\$190,570	\$211,767	\$209,569	\$217,023	\$5,256
Operating Expenses	\$185,149	\$191,512	\$188,852	\$197,307	\$5,795
Interdept. Charges	\$91,441	\$78,931	\$78,378	\$78,947	\$16
Fixed Assets Memo (a)	\$0	\$38,000	\$0	\$0	(\$38,000)
Interdept. Debt -Principal Memo (a)	\$41,364	\$41,364	\$41,364	\$41,364	\$0
<b>Total Expenditures: (a)</b>	<b>\$467,160</b>	<b>\$482,210</b>	<b>\$476,799</b>	<b>\$493,277</b>	<b>\$11,067</b>
Charges for Services	\$441,744	\$494,815	\$490,000	\$497,500	\$2,685
Other Revenue	\$9,375	\$0	\$0	\$0	\$0
<b>Total Revenues:</b>	<b>\$451,119</b>	<b>\$494,815</b>	<b>\$490,000</b>	<b>\$497,500</b>	<b>\$2,685</b>
<b>Operating Inc./ (Loss) (a)</b>	<b>(\$16,041)</b>	<b>\$12,605</b>	<b>\$13,201</b>	<b>\$4,223</b>	<b>(\$8,382)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fix assets request.

**Program Highlights**

Personnel costs are increasing \$5,300 or 3.9% primarily related to a \$5,000 increase for salary merit and step increases offset by an expected \$2,600 decrease in temporary extra help based on prior year actual spending levels. Health and other insurance premium costs are projected to increase 8% from the 2004 budget.

Operating expenses are expected to increase \$5,800 primarily due to a new \$4,000 annual payment to the Town of Brookfield for storm-water management utility district charge, which is beginning in 2004.

Interdepartmental charges will remain constant in 2005.

Revenues will increase by a weighted average of 3% to 4%.

# Materials Recycling Fund

# Parks & Land Use

# Fund Purpose/ Summary

## Fund Purpose

An Enterprise fund used to account for processing and marketing of recyclables collected from municipalities within the Waukesha County program to comply with the State Recycling Law, Chapter 287. To provide technical and educational assistance to ensure proper use of drop-off and at-home recycling programs. To accumulate data, produce reports, and make long-range plans for managing solid waste in compliance with Wisconsin law and the County Solid Waste Management Plan.

## Financial Summary

	2003 Actual	2004 Adopted Budget	2004 Estimate	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
<b>Materials Recovery Fund</b>						
Personnel Costs (a)	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Expenses	\$1,561,067	\$1,824,670	\$1,608,620	\$1,714,715	(\$109,955)	-6.0%
Interdept. Charges	\$76,978	\$110,197	\$104,817	\$163,125	\$52,928	48.0%
Fixed Assets Memo (b)(c)	\$94,017	\$340,000	\$340,000	\$212,000	(\$128,000)	-37.6%
<b>Total Expenditures:</b>	<b>\$1,638,045</b>	<b>\$1,934,867</b>	<b>\$1,713,437</b>	<b>\$1,877,840</b>	<b>(\$57,027)</b>	<b>-2.9%</b>
General Government	\$1,082,297	\$850,000	\$1,130,000	\$850,000	\$0	0.0%
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$123,000	\$0	\$35,000	(\$88,000)	-71.5%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (d)	\$1,127,409	\$1,706,250	\$1,700,000	\$1,555,000	(\$151,250)	-8.9%
<b>Total Revenues:</b>	<b>\$2,209,706</b>	<b>\$2,679,250</b>	<b>\$2,830,000</b>	<b>\$2,440,000</b>	<b>(\$239,250)</b>	<b>-8.9%</b>
<b>Operating Inc./(Loss) (b)(c)</b>	<b>\$571,661</b>	<b>\$744,383</b>	<b>\$1,116,563</b>	<b>\$562,160</b>	<b>(\$182,223)</b>	<b>-24.5%</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

- (a) Positions, which support the MRF, are directly billed on an hourly basis and are not assigned through the payroll system.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.
- (c) Operating income is used to fund fixed asset capital outlay expenditures of \$212,000 planned for 2005.
- (d) Other revenue includes Material Recycling Facility fund balance appropriation of \$650,000 in 2004 and \$650,000 in 2005 for dividend payments to participating communities, interest from fund balance and sale of recyclable material revenue.

**Departmental Objectives****Manage Resources With Fiscal Prudence**

1. Explore feasibility of processing business recyclables delivered by private haulers upon request (2<sup>nd</sup> quarter 2005).
2. Improve intergovernmental cooperation, reduce costs, increase efficiency and competition by offering use of the MRF by additional municipalities and school districts at a per ton tip fee, while returning actual material sales revenue (Goal 1.5, ongoing 2005).
3. Pursue additional grant opportunities to improve efficiency and cooperation, and to increase participation in recycling, waste reduction, and composting (ongoing 2005).
4. Maintain a cost-effective system for processing recyclables at the county MRF in order to remain competitive with local landfill costs (Goal 1.5, ongoing 2005).

**Provide Comprehensive Customer Service**

1. Prepare scope of study for long-term recycling and composting needs in conjunction with the County Development Plan, including MRF capacity, per capita generation, population projections, possible organics collection, and review of diversion goals to increase landfill diversion and position the county for increasing landfill costs and reduced capacity in the future (3<sup>rd</sup> quarter 2005).
2. Provide an investment dividend to all participating municipalities with the County as Responsible Unit for recycling to lower costs for local recycling efforts. Maintain sufficient funding to provide processing service at the MRF at no charge (Goal 1.5, ongoing 2005).

**Innovate and Seek Continuous Quality Improvement**

1. Improve understanding and participation in recycling, composting and waste reduction programs to increase recyclable material volume and quality and decrease amount of waste going to landfills (Goal 3.12, ongoing 2005).

**Major Strategic Achievements from 7/01/03 to 6/30/04**

1. Installed new incline paper conveyor and completed approval of drawings and specifications for new air classifier and aluminum blower on container line.
2. Completed installation of new heating and ventilation system in the plant to improve indoor air quality.
3. Completed residue/reject waste sort from the processing lines and tip floor to determine baseline data for future process improvements and targeted public education.
4. Installed three additional fire pull stations on each sorting line and tip floor.
5. Offered proposals to one municipality and one school district to process recyclables at the MRF, resulting in lower cost bid from private haulers.

**Materials Processing/Marketing/Administration/Education****Program Description**

Administer and manage MRF operations contract with a private vendor to process and market recyclables at the county-owned MRF. Maintain building and equipment and provide collection service to drop off sites. Administer and manage DNR Recycling Grant; prepare required applications and reports. Promote proper separation of recyclables and participation in curbside recycling programs in 25 participating communities. Provide tours and presentations to all requests. Develop, design and distribute displays, brochures, and programs that promote recycling and waste reduction.

**Performance Measures**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
% waste stream recycled	35%	36%	36%	36%	0%
% residue/reject	4.4%	5.0%	5.0%	5.0%	0%
Recycling Participation as measured by survey (a)	98%	98%	98%	98%	0%
Revenue as % of expenses	135%	138%	165%	130%	(8%)
Net Operating cost per Ton (b)	\$4.65	\$17.87	\$12.54	\$21.65	\$3.78

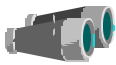
(a) Recycling participation determined by a statistically valid phone survey of citizen opinions and behaviors regarding recycling and solid waste conducted between December 2002 and January 2003.

(b) Net cost of processing recyclables at MRF, including education. Does not include state grant funding, investment income or dividend rebate program. Excludes tons processed under contract with communities that are not within the responsible unit designation.

**Materials Processing/Marketing/Administration/Education (cont.)**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Operating Expenses	\$1,561,067	\$1,824,670	\$1,608,620	\$1,714,715	(\$109,955)
Interdept. Charges	\$76,978	\$110,197	\$104,817	\$163,125	\$52,928
Fixed Assets Memo (a)	\$94,017	\$340,000	\$340,000	\$212,000	(\$128,000)
<b>Total Expenditures: (a)</b>	<b>\$1,638,045</b>	<b>\$1,934,867</b>	<b>\$1,713,437</b>	<b>\$1,877,840</b>	<b>(\$57,027)</b>
General Government	\$1,082,297	\$850,000	\$1,130,000	\$850,000	\$0
Charges for Services	\$0	\$123,000	\$0	\$35,000	(\$88,000)
Other Revenue	\$1,127,409	\$1,706,250	\$1,700,000	\$1,555,000	(\$151,250)
<b>Total Revenues:</b>	<b>\$2,209,706</b>	<b>\$2,679,250</b>	<b>\$2,830,000</b>	<b>\$2,440,000</b>	<b>(\$239,250)</b>
<b>Operating Inc./ (Loss) (a)</b>	<b>\$571,661</b>	<b>\$744,383</b>	<b>\$1,116,563</b>	<b>\$562,160</b>	<b>(\$182,223)</b>
<b>Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues and are included in the department's fixed asset request.



**Program Highlights**

The budget continues the program offering recycling processing and educational services to municipalities and school districts. New municipalities and school districts are charged a per ton tip fee to cover processing costs at the MRF and receive recycling revenue based on actual sales. For budget purposes, an estimated 1,000 tons of additional recyclables delivered to the MRF is projected.

Operating expenses decrease almost \$110,000 due to a reduction of \$97,000 in budgeted costs associated with fewer than anticipated outside communities joining the county program. Operating cost reductions also include a \$21,000 decrease in scheduled depreciation and the elimination of a 2004 \$17,200 one-time waste stream study. These lower operating costs are partially offset by \$13,900 in building repairs and supply purchases related to planned building maintenance and the purchase of recycling bins. Operating increase also include \$8,800 for printing services transferred from the interdepartmental charge appropriation reflecting the change to direct vendor payment for these services starting in 2005. Interdepartmental charge increase is mainly due to increased indirect cost charges of \$55,900.

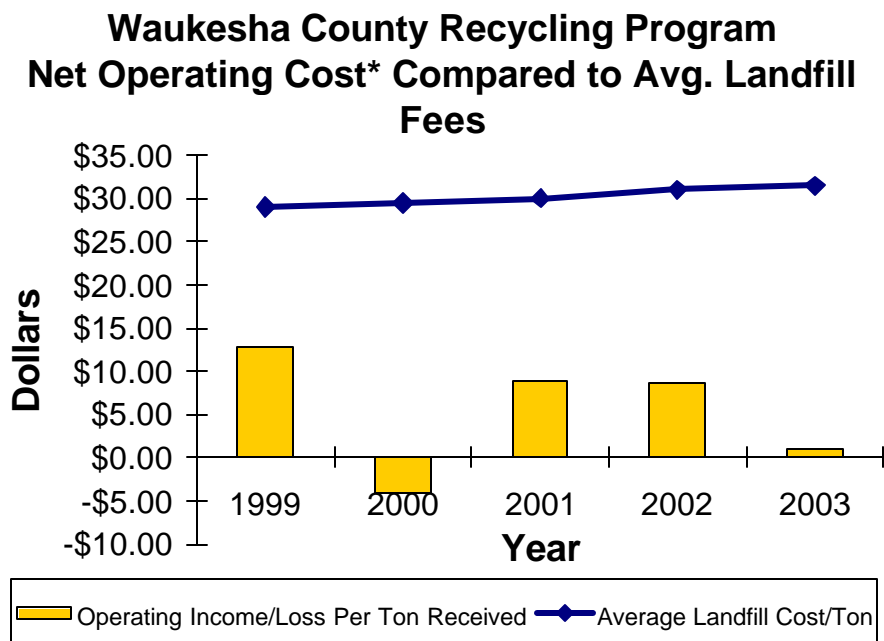
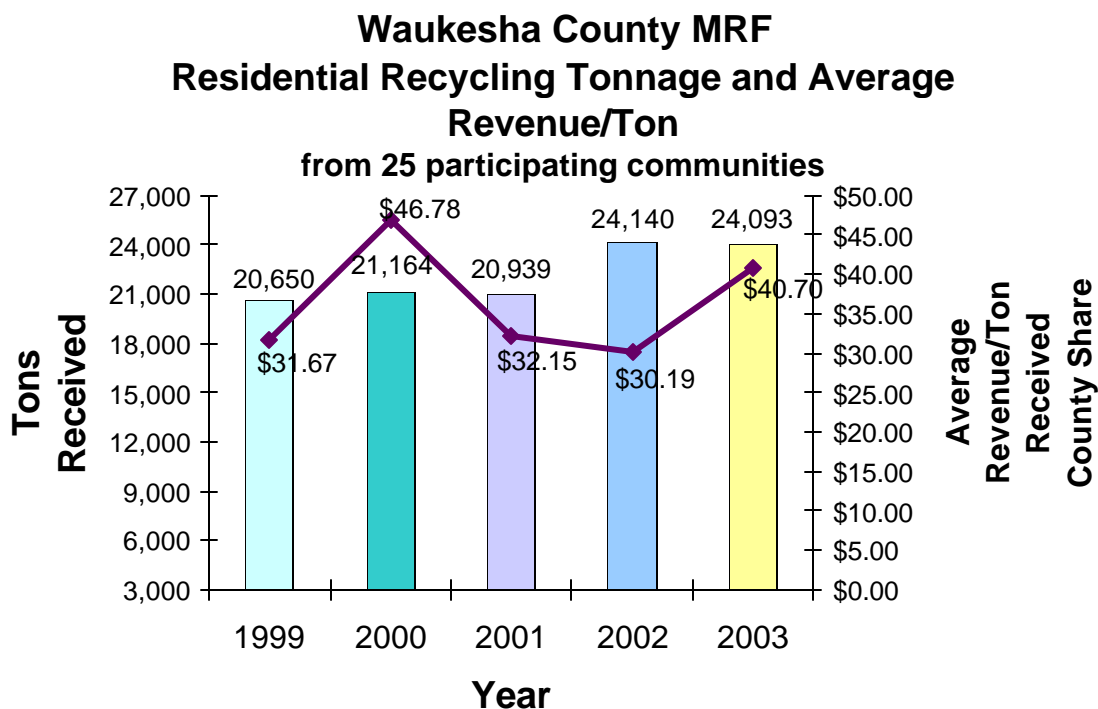
Fixed assets includes the replacement of three residue conveyors, the main glass sort conveyor, plastic conveyor and new perforator, repair and rebuild main paper sort conveyor, extend original scale to accommodate larger trucks and install an electric security fence to control access to the site (recommended by risk manager) and help eliminate blowing of materials off the property.

Fewer than budgeted outside communities purchasing county recycling processing services result in a \$88,000 decrease in tipping fees and lower other revenue of \$126,000 related to material sales. Other revenues also reflect lower anticipated income of \$275,000, which is down \$25,000 from a budget of \$300,000 in 2004.



**Activity**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Households Served	83,400	87,500	83,800	84,500	(3,000)
Tons Received	24,093	29,000	25,000	26,000	(3,000)
Number touring MRF & Education Room visits	1,290	1,800	1,400	1,500	(300)



\* Includes education and administration costs. Not including state grant or investment income.

Annual tonnage remained stable after an increase in 2002. Slight increase is anticipated in 2005 due to recruiting new municipalities and school districts. The first chart shows relatively stable material market revenue with the exception of higher prices in 2000 and 2003.

The program goal is to keep the net operating cost per ton below the prevailing landfill disposal charge for solid waste, which is approximately \$31.50 per ton. The second chart shows that recycling is significantly cheaper than landfilling. The general trend of the net operating cost per ton has been downward. The 5-year net average operating loss = \$5.39 per ton.